

Letter from the Director of the National Institute of Corrections

Dear Colleague:

This document presents the National Institute of Corrections' (NIC) service plan for fiscal year 2001, which begins October 1, 2000. It describes opportunities (technical assistance, information services, and training) available to those working in federal, state, and local corrections agencies, as well as the cooperative agreements we anticipate funding. This year, for the first time, we are sending this plan on CD-ROM to a limited audience and hope to receive feedback on its utility. Others wishing to receive the document on CD-ROM should e-mail cwhitfield@bop.gov.

All activities described here support NIC's mission:

We are a center of correctional learning and experience. We advance and shape effective correctional practice and public policy that respond to the needs of corrections through collaboration and leadership and by providing assistance, information, education, and training.

To accomplish our mission, we strive to:

- Take a proactive leadership role in influencing national policies, practices, and operations by developing programs that address areas of emerging interest and concern to corrections executives, practitioners, and public policymakers;
- Respond to client agencies and staff with relevant and useful assistance to improve their corrections systems.

We have designed our activities to help you meet challenges in your career and with your staff, your organization, and the offenders you manage. I encourage you to take advantage of the services available. I also invite your comments on NIC's activities and suggestions on how NIC can serve you better.

Morris L. Thigpen
June 2000

Contents

<i>Introduction</i>	1
Organizational Structure	1
Contact Information	1
<i>Technical Assistance</i>	2
Application Procedures	2
NIC Review	3
International Assistance	3
<i>Information Services</i>	4
NIC Information Center	4
How to Request Information	4
Share Your Information	4
<i>Special Emphasis Initiatives</i>	5
Office of Correctional Job Training and Placement	5
Staff Sexual Misconduct with Inmates	5
Managing Initial Criminal Justice Decisions	6
Policy-Driven Responses to Parole Violations	6
Interstate Compact for Adult Offender Supervision	7
Improving Community Responses to Women Offenders	7
Changing Offender Behavior to Promote Public Safety	8
Assessment and Improvement of Institutional (Prison) Culture	8
Facility Development (Jails)	9
Jail Mental Health Services	9
Objective Jail Classification	10
Podular/Direct-Supervision Jails	10
Jail Accreditation Assistance	11
Educating County Officials about Jails	11
Small Jails Initiative	12
Improving Jail Security	12
<i>Training Activities</i>	13
General Information	13
Costs and Logistics	13
Eligibility and Application Procedures	13
Endorsement of Applications	15
Selection of Applicants	15
Cancellations	15
Regionalization	15
Videoconferences	15
Distance Learning	16

<i>Training for All Corrections Disciplines</i>	18
<i>Training for Jails</i>	25
<i>Training for Prisons</i>	28
<i>Training for Community Corrections</i>	34
<i>Cooperative Agreements</i>	35
Delivery of NIC Academy Training Curriculum	35
Executive Leadership Training for Women	35
Documentation of the Impact of NIC Executive Leadership Training for Women	35
Documentation of Promising Practices to Address Staff Sexual Misconduct	35
Institutional Culture: Intensive Technical Assistance	36
Institutional Culture: Workforce	36
Development of Comprehensive Objective Prison Classification Systems	36
Classification of High-Risk Offenders	36
Interstate Compact for Adult Offender Supervision	36
Changing Offender Behavior: Assessment and Quality Assurance	37
Policy-Driven Responses to Parole Violations	37
Intensive Assistance to Improve Community Responses to Women Offenders	37
<i>Individual Application (Form A)</i>	39
<i>Statement of Interest in Partnership Training (Form B)</i>	41
<i>Site Registration for Distance Learning or Videoconference (Form C)</i>	43
Calendar of NIC Training Programs	

NOTICE

NIC is fully committed to equal employment opportunity and to ensuring full representation of minorities, women, and disabled persons in the workforce. NIC recognizes the responsibility of every employer to have a workforce that is representative of this nation's diverse population. To this end, NIC urges agencies to provide the maximum feasible opportunity to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they may perform at their highest potential and advance in accordance with their abilities.

Introduction

The National Institute of Corrections (NIC) was created in 1974 to be a center for correctional knowledge and provide leadership and assistance to the field of corrections. Its enabling legislation, Public Law 93-415, established an advisory board to provide policy direction and help set program priorities. NIC is unique as a federal agency because it provides direct service, rather than financial assistance, as the primary means of carrying out its mission. Its program responds directly to the needs identified by practitioners working in state and local adult corrections.

Organizational Structure

NIC's organizational structure is one where the primary constituent groups in adult corrections—jails, prisons, and community corrections—are each represented and served by an NIC division. All adult corrections agencies are also served by the Academy Division, the NIC Information Center, and the Office of Correctional Job Training and Placement (OCJTP). The Special Projects Office coordinates NIC's interagency programs and special projects. The Office of International Assistance coordinates services to practitioners from other countries.

NIC's administrative offices, the Prisons and Community Corrections Divisions, OCJTP, the Special Projects Office, and the Office of International Assistance are located in Washington, DC. The Jails and Academy Divisions and the Information Center are located in Longmont, Colorado.

Contact Information

Washington, DC, Offices

320 First Street, NW
Washington, DC 20534

Telephone: 202-307-3106
Toll-free: 800-995-6423
Fax: 202-307-3361
Internet: www.nicic.org/inst

Morris L. Thigpen, Director
Larry Solomon, Deputy Director

Allen A. Ault, Chief
Special Projects Office

Susan M. Hunter, Chief
Prisons Division

George M. Keiser, Chief
Community Corrections Division

John E. Moore, Administrator
Office of Correctional Job Training
and Placement

William K. Wilkey, Chief
Office of International Assistance

Longmont, Colorado, Offices

1960 Industrial Circle
Longmont, CO 80501

Telephone: 303-682-0382
Toll-free: 800-995-6429
Fax: 303-682-0469

Robert M. Brown, Jr., Chief
Academy Division

Virginia A. Hutchinson, Chief
Jails Division

NIC Information Center
1860 Industrial Circle, Suite A
Longmont, CO 80501

Telephone: 303-682-0213
Toll-free: 800-877-1461
Fax: 303-682-0558
Internet: www.nicic.org
Internet e-mail: asknicic@nicic.org

Technical Assistance

The NIC technical assistance program is administered by each of its program divisions—Jails, Prisons, Community Corrections, and the Academy. It responds to critical needs, problems, and individual requirements that a state or local corrections agency identifies. NIC sends someone experienced in the subject area to work with the agency's staff to:

- Assess programs and operations;
- Implement effective practices;
- Improve agency management, operations, and programming;
- Improve the design, delivery, management, and evaluation of staff training programs;
- Improve offender job training and placement efforts.

As appropriate, NIC may also cover the costs of practitioners' visit to another corrections agency to observe effective practices.

Technical assistance is available without cost to all adult corrections agencies in the United States and its commonwealths and territories. The following agencies and organizations working with adult offenders are eligible for NIC technical assistance:

- Local jails and jail-related agencies;
- State departments of corrections and prisons;
- State and local probation and parole agencies;
- Residential corrections programs;

- Public and private community corrections agencies and programs;
- Organizations, associations, and oversight or advisory groups whose mission is to assist jails, prisons, and/or community corrections agencies.

Technical assistance is usually provided for a period of 3 to 5 days. All onsite technical assistance results in a written report to the recipient agency and NIC, with detailed recommendations for addressing the problem(s) for which assistance was provided.

For projects that are more complex and require more effort than 3 to 5 days of assistance, agencies should contact the appropriate NIC division to discuss possible strategies before sending a request.

Application Procedures

Agencies may request technical assistance at any time; there are no deadlines. However, they should apply as soon as a need is identified because technical assistance funds are generally depleted before the end of the fiscal year. To request technical assistance:

1. The chief executive officer of the agency, as defined below, must sign a letter of request prepared on official stationery that:
 - Briefly describes the problem for which assistance is requested,
 - Identifies an agency contact person for the request.

The chief executive officer is defined as:

- For **jail practitioners**—if the jail is under the sheriff, the sheriff is the chief executive officer. If not, it would be the chief executive officer of the local department of corrections.
- For **prison practitioners**—the director or commissioner of the state department of corrections.
- For **community corrections practitioners**—the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.

Private agencies providing correctional services under contract to government agencies are eligible for assistance only if their request is endorsed by the chief executive officer of the government agency to which they provide those services **or** the elected official accountable for that public agency.

Agencies may request technical assistance at any time; there are no deadlines. However, they should apply as soon as a need is identified because technical assistance funds are generally depleted before the end of the fiscal year.

For technical assistance related to **prisons or community corrections**, send the written request to the Technical Assistance Manager of the Prisons Division or the Community Corrections Division at:

National Institute of Corrections
320 First Street, NW
Washington, DC 20534

For technical assistance related to **jails or training activities**, send the written request to the Technical Assistance Manager of the Jails Division or the Academy Division at:

National Institute of Corrections
1960 Industrial Circle
Longmont, CO 80501

For training-related requests, priority consideration will be given to those that have regional impact or build agency capacity to deliver training.

NIC Review

When NIC receives the written request, a staff member will review it and telephone the requesting agency's contact person to discuss the need. Because NIC resources are limited, each request for technical assistance will be carefully evaluated to determine the best method of meeting the needs of the agency.

International Assistance

NIC is authorized to provide assistance to corrections agencies outside of the United States. NIC works with them to identify specific programs and practices in U.S. jails, prisons, and community corrections agencies that could be adapted to their needs. Assistance frequently entails coordinating visits to federal, state, and local corrections programs and facilities.

Corrections practitioners from other countries may also participate, if selected, in NIC training programs. No tuition is charged for training, but the participant or his/her agency is responsible for all expenses associated with attending the training. All regularly scheduled programs are conducted in English.

Inquiries and requests for assistance should be made to William Wilkey, Office of International Assistance, at the NIC Washington, DC, address or telephone 800-995-6423 x168.

Information Services

NIC Information Center

Anyone with an interest in corrections may request information or materials from the NIC Information Center. The Information Center maintains a collection of the most current materials available in corrections and related fields, including unpublished materials developed by federal, state, and local agencies.

The Information Center provides information on the full spectrum of issues in corrections management and operations in jail, prison, and community settings. Other materials include:

- Descriptions and evaluations of correctional programs;
- Agency policies and procedures;
- Research and statistical findings;
- Information on offender job training and placement activities;
- Correctional staff training materials produced by NIC and other federal, state, and local agencies;
- NIC publications on current corrections topics.

Staff with professional experience in corrections settings are available to discuss the specific information needs of practitioners, researchers, and others. A selection of resources is assembled and shipped to each client at no charge.

Materials are shipped within 1 week, or they can be delivered via an overnight service at the client's expense. Immediate assistance may also be provided by telephone or fax, depending on the type and volume of material needed.

How to Request Information

Contact the Information Center directly or visit its website at www.nicic.org to request reports, publications, and other resources.

The NIC Information Center website describes the Information Center services, lists downloadable publications, and features a searchable database of more than 1,600 NIC publications. The website also provides access to NIC's public listserv on corrections issues and to a variety of corrections links.

An automated fax-on-demand service is accessible 24 hours a day and allows some publications to be sent to the requester's fax machine.

NIC Information Center
1860 Industrial Circle, Suite A
Longmont, CO 80501

Telephone: 303-682-0213
Toll-free: 800-877-1461
Fax: 303-682-0558
Internet: www.nicic.org
E-mail: asknicic@nicic.org
Fax-on-demand: 303-678-9049

Share Your Information

The NIC Information Center is always expanding and updating its collection and encourages agencies and others to provide a copy of their newly developed materials. If sending staff training materials, please submit two complete copies of the curriculum package, including all overheads, videotapes, exercises, etc. If the curriculum or other material is copyrighted, a statement of copyright release must be included that authorizes duplication and dissemination of the material.

Special Emphasis Initiatives

This section describes programs the NIC divisions have determined merit special emphasis during the coming year. The programs often involve a variety of services—training, technical assistance, and information—to achieve a desired outcome. Unless otherwise indicated, they are open to all eligible jurisdictions. Many of the activities will be conducted by organizations that have been awarded cooperative agreements to carry out the work.

Office of Correctional Job Training and Placement

The Office of Correctional Job Training and Placement (OCJTP) was legislatively established within NIC in March 1995 to encourage and support job training and placement programs that provide services to offenders in custody or under community supervision and ex-offenders. During fiscal year 2001, OCJTP will support the major efforts described below.

- Through partnership training and distance learning, provide opportunities for additional offender employment specialists to participate in a 36-hour training program that develops and enhances skills to provide employment assistance to offenders. This training is endorsed by the National Association of Workforce Development Professionals.
- Finalize and pilot test a 120-hour competency-based training program that develops the capacity of offender workforce development

specialists to assist offenders in using occupational, educational, and labor market information to make informed employment decisions. This program includes skills development and training for trainers and consists of three 5-day blocks of classroom instruction. The three blocks of training are scheduled approximately 30 days apart to allow participants to return to their local jurisdictions to apply acquired skills. OCJTP will seek to meet all course requirements for trainees to become eligible for national certification.

- Continue to conduct a multi-year study of offender job retention, which addresses the issue of what works with what kinds of offenders under what kinds of conditions to achieve the goal of gainful employment, including job stability and job retention. The study may lead to the development of training curriculum, provision of technical assistance, and dissemination of information to advance programs providing job training and placement services for unemployed offenders.
- Develop plans for a national videoconference that addresses current issues identified by administrators of offender job training and placement programs. The videoconference will facilitate the development of a national network and standardization of best practices in the management and operation of programs providing offender job training and placement services.

Except for the distance-learning

training for offender employment specialists, locations and participants for the OCJTP programs have been pre-selected for fiscal year 2001. For more information about these activities, contact John Moore, OCJTP, telephone 800-995-6423 x147.

Staff Sexual Misconduct With Inmates

This program will provide training and technical assistance to state and local corrections agencies to address staff sexual misconduct through effective policy and practice. Since 1996, NIC has developed training programs and resources to assist state departments of corrections in training staff, assessing state law and policy, and strengthening operational practice.

During fiscal year 2001, NIC will expand its efforts to include participants from jail settings. Assistance to state departments of corrections will continue with a new emphasis on investigative training for teams of agency administrators and investigators. Training, technical assistance, and information development in this area are described below.

Training. Two training programs are part of this initiative.

1. **Staff Sexual Misconduct With Inmates.** This 36-hour program helps participants create sound agency practice to address sexual misconduct among staff and inmates. It focuses on the scope of the problem, policy

development, training strategies, legal liabilities, investigative procedures, responses to the media, and state and federal legislation. It will be offered twice in the Washington, DC, area. See page 31.

2. **Investigations of Staff Sexual Misconduct With Inmates.** This 36-hour program helps participants create sound practice for investigating allegations of sexual misconduct among staff and inmates. It covers such topics as the investigator's relationship with medical and mental health staff, techniques of questioning alleged victims who are likely to have abuse histories, streamlining multiple interviews, and the legal and administrative issues related to investigations. It will be offered once in the Washington, DC, area. See page 31.

Technical Assistance. Onsite technical assistance will be provided to prisons and jails to help assess and improve policy and practice in addressing staff sexual misconduct.

Information Development. Based on NIC's ongoing work with state corrections agencies, the recipient of an NIC cooperative agreement will research and document promising practices that have been implemented by agencies to address staff sexual misconduct. In addition, a web page on NIC's website will be developed to increase dissemination of information on the topic of sexual misconduct and encourage further refinement of effective practices.

Application Procedures

To apply for participation in the training programs, see page 31. To

apply for technical assistance, a letter of request from the agency's chief executive officer should be sent to Dr. Allen Ault, Chief, NIC Special Projects Division, 320 First St., NW, Washington, DC 20534; telephone 800-995-6423 x125.

Managing Initial Criminal Justice Decisions

This program will assist four or five local jurisdictions in designing a coordinated "front-end" criminal justice decision making process. They will be assisted in understanding how their current arrest and pre-adjudication release/incarceration decision practices set the course for offender management, resource allocation, and the degree of safety perceived and experienced by the public.

Policy-level officials from the jurisdictions will attend a forum that explores what decisions are made, by whom, from what options, and toward what end. Participants at the forum will include representatives of the jurisdictions' executive branch, arresting authority, jail or detention center, pre-trial release services, prosecutor's office, defense bar, victims advocacy office, and bench. Each jurisdictional team will design a coordinated approach to pre-adjudication decision making that will produce more effective and efficient decisions and enable tracking the results of their decisions. They will be provided subsequent onsite technical assistance to help them implement the plan.

Jurisdictions interested in participating in this program should have the commitment of relevant criminal justice officials to improve their local decision making process. For more information, contact George Keiser, NIC Community Corrections

Division, telephone 800-995-6423 x135.

Policy-Driven Responses to Parole Violations

This program will assist up to eight paroling authorities that are committed to improving the way they respond to offenders who violate rules and/or conditions of parole, including both discretionary and mandatory release supervision where the paroling authority has a role. The program may also include enhancing policies governing recission practices.

Jurisdictions will be selected for participation based on the commitment of the paroling authority, and other key criminal justice decision makers as appropriate, to address issues around violation responses. NIC will work with the recipient of a cooperative agreement in soliciting applications from the field and selecting jurisdictions for participation.

For more information about this program, contact Cranston Mitchell, NIC Community Corrections Division, telephone 800-995-6423, x153.

Interstate Compact for Adult Offender Supervision

This program will assist states as they consider passage of—or begin to implement—the revised interstate compact governing the supervision of community-based offenders moving from one state to another. Some of the 35 states necessary to initiate the amended compact passed the legislation during the 2000 legislative sessions, but most are expected to act during fiscal year 2001.

The recipient of a cooperative agreement will assist states that passed the legislation and those still considering it. Activities will be tailored to the specific needs of the states. For example, they may include technical assistance, transition planning and preparation, a national meeting of legislators, regional information sessions, and/or initial planning for an automated information system.

For more information about this program, contact Kermit Humphries, NIC Community Corrections Division, telephone 800-995-6423, x136.

Improving Community Responses to Women Offenders

This program will provide technical assistance to develop and implement public policies regarding the supervision, treatment, employment, housing, child care, and other services for women offenders. It's objectives are to increase the rates of successful completion of community supervision by women in pre-trial and sentenced status and reduce the number of women offenders who are re-arrested and held in jail or prison.

These objectives will be accomplished by structuring decisions at the earliest points in the criminal justice process so that specific groups of defendants are directed to the most appropriate criminal justice and/or human service response as a matter of deliberate public policy and consistent with their risks and needs. The program will also involve designing gender-responsive community supervision approaches for women defendants and sentenced offenders that accomplish the articulated public policy goals.

Local officials—from police, courts, pre-trial agencies, jails, community corrections and human service agencies—and community members will be key players in finding practical and more effective ways to process and hold women offenders accountable in the community. They also have the capacity to marshal criminal justice, community, and health and human service (e.g., physical and mental health, substance abuse, child custody, housing, transportation, education, employment) resources to prevent their re-arrest, return to court, and further immersion into the criminal justice system.

The FY 2001 program will include three components.

1. Technical assistance will be provided to up to six criminal justice agencies (community corrections, jails, courts) interested in designing more effective decision making processes and community supervision options for women offenders. It will be provided in three ways:

-- Onsite assistance to help agencies assess their current sanctions or programs or design

new ones based on principles of gender-responsiveness for women,

-- Sponsorship of practitioners' visits to well-established programs to learn first-hand about management and intervention practices,

-- Onsite assistance to help agencies design data collection approaches to clearly define the risks and needs of women offenders at critical points in the criminal justice process.

2. Intensive technical assistance will be provided to teams of policy officials, corrections and human service managers, and community members from three high-population, local jurisdictions, for up to 2 years. The objectives are to work collaboratively with the three jurisdictions to examine sentencing and corrections practices and develop policies for gender-responsive assessment, referral, and community supervision. The recipient of a cooperative agreement will provide training, site coordination, and technical assistance to the three jurisdictions.

3. A videoconference on Women Offenders in the Community will be conducted in Summer 2001.

For more information about these programs and application procedures, contact Phyllis Modley, NIC Community Corrections Division, telephone 800-995-6423 x133.

Changing Offender Behavior to Promote Public Safety

This program looks at what has been learned over the past 20 years about changing offender behavior to promote public safety. It helps policy-makers and practitioners convert research findings into operational strategies and programs that reduce victimization. The program examines objective risk classification, factors contributing to criminality, behavioral change strategies, and effective offender programming.

The program has several interrelated parts, including training, technical assistance, and conference workshops. Each part is designed to help agencies understand and implement core principles and activities essential to promoting public safety by reducing victimization.

Training. Two training programs are part of this initiative.

1. Changing Offender Behavior.

This 36-hour program provides an overview of current research on changing criminal behavior and essential principles for enhancing effectiveness of correctional programs. It will be offered once in Longmont, Colorado, and twice as a partnership program at host agency sites. See page 24.

2. Cognitive Behavior Change for Offenders.

This 36-hour program prepares agency facilitators to deliver *Thinking for a Change*, a cognitive-based intervention curriculum for offenders, as part of their agency's comprehensive approach to implementing principles of effective programming.

It will be provided eight times at state and local agency locations. See page 24.

Technical Assistance. Technical assistance will be provided to a limited number of agencies committed to implementing principles of effective correctional programming to reduce victimization by offenders. The technical assistance might help them assess and revise existing or proposed programs, train administrators and staff in effective intervention strategies, or use objective risk and need classification more effectively.

Conference Workshops. Training workshops of up to 8 hours on effective correctional practices will be presented at meetings and conferences sponsored by corrections agencies, organizations, and professional associations. Additionally, up to six 3-day programs will be conducted in cooperation with host organizations. Content will focus on public expectations of the criminal justice system, research findings on reducing victimization, and principles for developing effective correctional strategies and programs.

Application Procedures

To apply for participation in the training programs, see page 24. To apply for technical assistance, presentation of a workshop, or to host a 3-day program, send a letter to David Dillingham, NIC Community Corrections Division. The letter must be signed by the chief executive officer of the agency and identify an agency contact person.

Assessment and Improvement of Institutional Culture

This program will provide five or six state corrections facilities an opportunity for a systemic assessment of components within their culture and development of appropriate strategies for strengthening the health of the environment. The program will provide intensive assistance in the form of assessment, technical assistance, training, and consultation from a "change mentor/coach."

Sites will be selected for participation based on the state department of corrections' interest in assessing the culture of a facility that presents a particular challenge to implementing change in the environment. Based on earlier work in areas such as staff sexual misconduct, the management of mission change, and the impact of a changing workforce, the recipient of a cooperative agreement will coordinate multiple activities for each site and will work closely with an onsite coordinator from the requesting agency.

For more information about this program, contact Andie Moss, NIC Prisons Division, telephone 800-995-6423 x140.

Facility Development (Jails)

This program will help local officials understand how to plan for a new jail and will provide services during various phases of the planning process— from making the decision to build to design, construction, and occupation of the new facility. Local jurisdictions may apply for any of the activities for which they are eligible.

Community Meetings. Jurisdictions considering renovating an existing jail or constructing a new one can apply for assistance in assessing their local criminal justice needs. NIC will conduct a community meeting for the jurisdictions' key criminal justice decision makers to discuss the role incarceration plays in the local criminal justice system, begin to develop consensus on local criminal justice goals, and provide training on selected topics.

Training. Two training programs are part of this initiative.

1. Planning of New Institutions

Training. This 32-hour program familiarizes teams of local officials with all aspects of the jail planning and construction process and helps them develop a team approach to planning. It will be held three times in Longmont, Colorado. See page 25.

2. Jail Design Review Training.

This 36-hour program teaches jurisdictional teams how to evaluate the schematic design plans for their new jail to ensure the design reflects the jail's mission and supports the intended operations. It will be held twice in Longmont. See page 25.

Transition Assistance. This assistance helps local officials understand

how to plan for the transition to and occupation of the new jail. It is available to jurisdictions at two points in time before the new jail opens.

1. When the jurisdiction has broken ground for the new jail, a technical assistance provider works onsite in the requesting locality to help local officials understand the major components of transition and develop criteria for selecting transition team members and an action plan for the transition process.
2. When the jurisdiction is within 10 to 18 months of opening the new jail, technical assistance providers train the transition team on the function of the jail's mission statement; development of operational scenarios, policies, procedures, and post orders; move logistics; staff training issues; and budgeting for transition.

If a jurisdiction is within 10 months of opening its new jail, assistance can still be provided but is limited in scope because of the short amount of time. A technical assistance provider helps local officials identify the critical tasks required to open the facility and develop an action plan to complete those tasks.

Technical Assistance. Technical assistance is available on other issues related to facility development, based on the needs of individual jurisdictions.

Application Procedures

To apply for participation in the training programs, see page 25. To request a community meeting, transition assistance, or other technical assistance, submit a letter signed by the chief executive officer of the jail to the NIC Jails Division. It should identify a contact person for the request.

Jail Mental Health Services

This program will enhance the delivery of mental health services to jail inmates and promote a cooperative relationship between jail officials and the mental health services provider. It will assist local jails in four ways.

Training. Two training programs are part of this initiative.

1. Mental Health Services in Small/Medium Jails Training.

This 24-hour program will train teams from 8 to 10 local jurisdictions in a region. The teams will consist of the jail administrator; the director of the jail's mental health provider, and the person who coordinates mental health services for inmates.

The training will be held regionally and hosted by a jail or organization that will provide the training room, equipment, and incidentals. NIC will provide the trainers and training materials. Participants will be responsible for their own expenses.

2. Mental Health Services in Large Jails Training.

This 28-hour program will be held once in Longmont, Colorado, for jurisdictional teams. It focuses on coordination and enhancement of mental health services for inmates. See page 25.

Technical Assistance. Onsite technical assistance is available to help jails assess and improve their mental health services and develop and improve suicide prevention and intervention plans.

Information Development. A newsletter on jail mental health issues and suicide prevention will

continue to be funded by NIC.

Application Procedures

To apply to coordinate the regional training for small/medium jails, the agency or organization should send a letter signed by the chief executive officer to the NIC Jails Division. To apply for participation in the Longmont program for large jails, see page 25. To apply for technical assistance, a letter of request signed by the chief executive officer of the jail should be sent to the Jails Division. The letter should identify an agency contact person.

Objective Jail Classification

This program will provide training and technical assistance to help local officials develop and implement an objective jail classification (OJC) system. OJC provides consistent and fair classification of inmates, helps reduce critical incidents in the jail, and provides the data necessary for effective management of jail space and staff resources.

Training. Two training programs are part of this initiative.

1. **Orientation to Objective Jail Classification Training.** This 32-hour program provides an overview of the principles and key elements of OJC. It will be held once in Longmont, Colorado. See page 26.
2. **How to Implement Objective Jail Classification Training.** This 28-hour program focuses on the actions required to finalize and implement a valid OJC system. It will be held once in Longmont. See page 26.

Technical Assistance. Onsite technical assistance is available to local jails that are developing or implementing an OJC system to help them

assess progress and troubleshoot difficulties. Assistance is also available about 1 year after they implement OJC to help them assess the effectiveness of the system as a jail management tool.

State-Based Assistance. States that have established a partnership between the jails and their state jail inspection agency, state sheriffs association, jail association, or other jail-related organization to develop OJC initiatives are eligible for capacity-building assistance. Services may include training, technical assistance, and information dissemination related to OJC orientation and skills development.

Application Procedures

To apply for participation in the training programs, see page 26. To request technical assistance, a letter signed by the chief executive officer of the jail that identifies a contact person should be sent to the NIC Jails Division. To request state capacity-building assistance, the letter should be signed by the chief executive officer of the organization or oversight agency.

Podular/Direct-Supervision Jails

This program will provide training and technical assistance to teach local officials the principles of direct-supervision jails and help jail staff prepare to operate direct-supervision housing units.

Orientation to Direct-Supervision Jails Training. This 28-hour program enables local officials from jurisdictions planning new jails to study the direct-supervision approach to facility design and inmate management. It will be conducted once at a direct-supervision jail. See page 26.

Site Visits to Direct-Supervision

Jails. Representatives of jurisdictions planning new jails may request sponsorship of a visit to another jurisdiction to review the design and operation of a direct-supervision jail. The 1- to 2-day visit will allow up to two officials from a jurisdiction to observe operations, review policies, and interview staff. Within 2 weeks after the site visit, the participants are required to submit a report to the Jails Division that describes their visit and how it will contribute to their new jail project.

Direct-Supervision Housing

Officer Training. This training focuses on teaching line officers interpersonal communications skills and how to operate a direct-supervision housing unit. It consists of three programs, as follow.

1. **Interpersonal Communications Skills: Training for Trainers.** This 40-hour program, conducted at requesting localities, prepares staff trainers to teach jail personnel the basic skills for successfully communicating with inmates.
2. **How to Run a Direct-Supervision Housing Unit.** This 32-hour program, conducted at requesting localities for line staff, covers such topics as the officer's role in the unit and management style, organizing unit activities, and managing inmate behavior. To be eligible for this program, an agency must have trained its housing officers in interpersonal communications skills.
3. **How to Run a Direct-Supervision Housing Unit: Training for Trainers.** This 80-hour program, conducted in Longmont, Colorado, teaches participants how to deliver the *How to Run a Direct-Supervision*

Housing Unit curriculum for line staff in their own jail. See page 26.

Application Procedures

To apply for participation in the *Orientation to Direct-Supervision Jails* or *How to Run a Direct-Supervision Housing Unit: Training for Trainers* programs, see page 26. To request a site visit to a direct-supervision jail or delivery of the first two housing officer training programs, a letter of request signed by the chief executive officer of the jail should be sent to the NIC Jails Division. The letter should identify an agency contact person.

Jail Accreditation Assistance

This program will assist local jails planning to seek national accreditation. A jail may request either or both of the two independent components.

Initial Accreditation Assessment.

This component provides an initial assessment of the jail's readiness for an accreditation audit. During 2 or 3 days onsite in the locality, a technical assistance provider will tour the jail; provide an orientation to the accreditation process and audit procedures; and review policy and procedure format and content, compliance issues, mandatory standards, and documentation file development. An exit briefing will be conducted, and the jail will receive a written report.

Pre-Accreditation Audit. A pre-accreditation audit may be requested when the jail's documentation files are complete. Two technical assistance providers will spend up to 4 days in the jurisdiction reviewing the documentation files standard by standard, assessing all primary and secondary documentation, reviewing file organization, touring the facility,

and assessing audit readiness. An exit briefing, including a summary of standards compliance and audit issues, will be followed by a written report.

The pre-accreditation audit is most effective when the jail has prepared to the level of the actual audit. Jurisdictions should plan at least an 8-week interval between an NIC pre-accreditation audit and the formal audit by the accrediting organization.

Application Procedures

Local jurisdictions interested in participating in this program should send a letter signed by the chief executive officer of the jail to the NIC Jails Division. The letter should identify an agency contact person and indicate in which program component they wish to participate.

Educating County Officials about Jails

This program will address the need to better educate county officials about their local jail to enable informed decision making regarding the jail. The program includes training, technical assistance, and information dissemination.

The Jail as Part of County

Government. This 24-hour training program builds cooperation and collaboration among jurisdictional teams consisting of the sheriff, jail administrator, and a county commissioner to address jail issues. It focuses on a county's civil liability for operating a jail and jail staffing, budgets, and operations.

A state agency or organization will coordinate the training in participating states and provide the training room, equipment, and incidentals. NIC will provide the trainers and training materials. Participants

will be responsible for their own expenses.

Technical Assistance. Local jurisdictions may request technical assistance to address specific problems they are having or to design and implement approaches to improving the working relationships among those who operate the jail and local officials.

Information Dissemination. NIC will publish a document to help inform county officials about the mission of a county jail, the complexity of its operations, its resource needs, and its role in the community and the local criminal justice system.

Application Procedures

To apply to coordinate the training for multiple localities within a state, state agencies or state sheriff, jail, or county commissioner associations should send a letter to the NIC Jails Division. The letter must be signed by the chief executive officer and indicate their capability to provide logistical support, including training space and equipment, and disseminate information.

To request technical assistance, a letter signed by the chief executive officer of the jail or the chairperson of the county commission should be sent to the Jails Division. The letter should identify a contact person. To obtain a copy of the publication, send a request with your name and address to the Jails Division.

Small Jails Initiative

This program will focus on improving the management and operations of jails with 100 or fewer beds. It will provide individualized services to small jails throughout the country and services targeted to jails within specific states.

Administering the Small Jail Training. This 40-hour program teaches participants the basic components of effective small jail administration and helps them assess the strengths and weaknesses in their own jail. It will be conducted twice in Longmont, Colorado. See page 27.

Technical Assistance for Small Jails Nationwide. Technical assistance on jail planning, management, and operations is available to individual small jails throughout the country to meet the needs they identify. It is also available to state agencies or organizations that work to advance small jails or provide services to them.

State-Based Assistance. Training and technical assistance services will be provided to three states with predominantly small jails over a 2-year period. A single point of contact in each of the states will be selected to provide local logistical support, including training space and equipment, and disseminate information.

Participants will attend the training programs at their own expense. NIC will provide the trainers and training materials. Training programs include the following.

- **The Jail as Part of County Government.** This 24-hour training program will be the initial activity in each of the three selected states. It builds cooperation and collaboration among jurisdictional

teams consisting of the sheriff, jail administrator, and a county commissioner to address jail issues.

- **Administering the Small Jail Training,** as previously described.
- **Follow-Up Training.** Based on the needs identified in the first training program, each state will be provided up to three additional programs specifically designed for small jails. Topics may include jail liability, policy and procedure development, cost-effective staff training, and inmate supervision.

Application Procedures

To apply for participation in the Longmont offerings of *Administering the Small Jail*, see page 27. To apply for individualized technical assistance, a letter of request signed by the chief executive officer of the jail should be sent to the NIC Jails Division. The letter should identify an agency contact person. To apply to serve as the coordinator of the state-based assistance, state agencies or state sheriff or jail associations should send a letter signed by the chief executive officer to the Jails Division.

Improving Jail Security

This program will provide training and technical assistance to help local jails improve security procedures.

Jail Security Assessment Training.

This 21-hour program trains local officials to develop security standards for their jail and an instrument for assessing compliance with those standards. It builds the capacity of local jails to evaluate and ensure the reliability of their total security system.

The training will be held regionally and hosted by a jail or organization that will provide the training room,

equipment, and incidentals. NIC will provide the trainers and training materials. Participants will be responsible for their own expenses.

Technical Assistance. Technical assistance is available to help jails assess and improve their security procedures. Assistance will respond to the individual needs of a jail.

Application Procedures

To apply to host a regional training program, the agency or organization should send a letter signed by the chief executive officer to the NIC Jails Division. The letter should identify an agency contact person. To apply for technical assistance, a letter of request signed by the chief executive officer of the jail should be sent to the NIC Jails Division.

For participation in jail special emphasis initiatives, applications or letters of request should be sent to:

*NIC Jails Division
1960 Industrial Circle
Longmont, CO 80501*

Fax: 303-682-0469

Training Activities

This section describes training available during fiscal year 2001 for federal, state, and local practitioners working in adult corrections. NIC develops and delivers training for jail, prison, and community corrections practitioners, and for some elected officials involved with corrections. While most of the activities described in this section will be coordinated or conducted by the NIC Academy Division, the other NIC divisions also conduct or coordinate training.

An Individual Application (Form A), a Statement of Interest in Partnership Training (Form B), and a Site Registration for Distance Learning Training and Videoconferences (Form C) are included at the end of this document. The forms may be duplicated as needed.

Other NIC training to take place during the year will be announced through separate flyers and via the Internet. These programs include:

- National videoconferences conducted via satellite and Internet transmission,
- Workshops conducted at professional conferences,
- Regional training events.

General Information

NIC will conduct comprehensive training in Longmont, Colorado; at other specific sites; at sites to be determined; and in partnership with state and local corrections agencies at their locations.

In most training programs, partici-

pants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training on their agencies. In some cases, technical assistance is available to help them implement their action plans.

Costs and Logistics

There are no registration, tuition, or materials fees associated with NIC training. NIC also pays travel and per diem expenses for participants in training programs conducted in Longmont, at other specific sites, and at sites to be determined. NIC does **not pay participants' travel and per diem expenses for partnership programs**. More information is given below for each type of program.

Training at Longmont, Other Specific Sites, and Sites to be Determined

Most training programs are conducted at the Raintree Plaza Hotel and Conference Center in Longmont, Colorado, but some are conducted at other pre-selected sites or sites to be determined throughout the U.S. Participants are required to reside at the training site for the duration of the program, regardless of the proximity of their homes to the training site.

For these programs, NIC pays the costs of state and local participants' air travel, lodging, and meals. Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare

at government rates. Participants are responsible for the costs of ground transportation to and from their airport of departure and to and from the training location.

NIC provides detailed information concerning air travel, ground transportation, and lodging arrangements for each program upon notification to the applicant of his/her acceptance. Participants are requested to indicate any special dietary restrictions, physical disabilities that require special arrangements, and smoking preference.

Federal agencies must pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from other countries may attend a program if space is available, but they must pay travel, per diem, and incidental expenses associated with attending the training.

Partnership Training

For partnership programs, NIC provides the trainers, curriculum, and training materials. Participants in the partnership programs or their employing agencies are responsible for travel, lodging, and meals expenses associated with attending the training.

Eligibility and Application Procedures

The training activities described here are available to practitioners working in adult jails, prisons, and community corrections agencies in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. Some,

however, are targeted to specific groups of practitioners. To indicate the corrections audiences that may apply for participation, the programs are organized under four headings:

1) Training for All Corrections Disciplines, 2) Training for Jails, 3) Training for Prisons, and 4) Training for Community Corrections.

Training at Longmont, Other Specific Sites, and Sites to be Determined

Individuals who meet the eligibility requirements and are interested in participating in one of these programs must:

- Complete the Individual Application (Form A) at the end of this document (unless otherwise indicated),
- Attach the supplementary materials required in the course description,
- Obtain the necessary endorsement as described below,
- Mail or fax the application by the due date to the NIC Academy (unless otherwise indicated).

Note: Applications that do not include the supplementary materials, are not properly endorsed, and/or are incomplete will not be considered.

Individuals employed by the Federal Bureau of Prisons or under contract to the Bureau must obtain the endorsement of their warden and send their applications by the due date to:

Assistant Director of Human
Resource Management
Federal Bureau of Prisons
320 First Street, NW
Washington, DC 20534

If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement for

the team is required. The team applications and statement must be sent together to NIC.

When a particular program is presented more than once, qualified applicants will be considered for each offering in the series until all classes are filled. It is not necessary to apply separately for each offering in the series. If, however, an applicant cannot attend on a specific date listed, the undesirable date should be identified in the appropriate space on the application form.

Applicants should note that to maximize the learning experience, enrollment in training programs is typically limited to 30 participants. Applications must be received by the due date to be included in the selection process, but early submission of applications is encouraged. (Late applications may be considered if there are cancellations.) Applicants will be notified 60 days in advance of the program if they are selected to attend. All applications will be acknowledged.

Partnership Training

Training programs designated as partnerships are available for delivery at state and local agency locations. Depending on the program, participants may be from only the host agency or from the host agency and other corrections agencies in the geographical area. Host agencies are selected through a competitive process. At a minimum, applicant agencies must be able to:

- Designate a site coordinator, who will facilitate the program locally and be present throughout the program.
- Provide an appropriate training facility and training equipment. The training facility must have a large main training room (1,200 ft²

minimum) and two or three adjacent or nearby breakout rooms (400 ft² minimum each).

- Invite and ensure attendance of staff from other corrections agencies in their region, as appropriate, and ensure at least 24 participants (maximum 30).
- Facilitate participants' obtaining low-cost housing and meals.

To apply to host a partnership program, complete and submit the Statement of Interest in Partnership Training (Form B) to the NIC Academy by the due date. NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program. When notified of acceptance as a host site, the site coordinator will be asked to obtain completed individual applications (Form A) from all proposed participants and any supplementary materials required and forward them to NIC.

Participants in Partnership programs or their employing agencies are responsible for travel, lodging, and meals expenses associated with attending the training.

Agencies are invited to apply to host these programs. The agency should complete and submit Form B. Individuals should not apply to NIC to be selected for the Partnership programs.

Endorsement of Applications

For state and local practitioners, applications for all training programs must be endorsed by the chief executive officer of the applicant's agency, as defined on page 2.

Applicants from **private organizations** must submit with their applications an endorsement letter from the chief executive officer of the public agency to which the private organization provides primary correctional service. The endorsement letter must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency, indicate the nature of the services provided, and explain how participation in the training will assist the agency.

Applications from Federal Bureau of Prisons staff must be endorsed by the warden **and** the Assistant Director of Human Resource Management at central office.

Selection of Applicants

The National Institute of Corrections has a policy to ensure that no individual is discriminated against on the basis of race, color, national origin, gender, or disability in programs or activities it funds or conducts.

Applicants are selected for training on the basis of: 1) their meeting the individual (or team) eligibility criteria, and 2) their submitting ALL required supplemental materials. In addition, for applicable programs, NIC attempts to maintain a balance among participants from jails, prisons, and community corrections agencies.

Cancellations

The National Institute of Corrections reserves the right to cancel training

programs with reasonable notice to participants.

If, after acceptance to a training program for which NIC pays participants' travel and per diem expenses, an applicant is unable to attend, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy must be notified. No substitutions may be made by the state or local agency.

Regionalization

To enhance correctional training at the federal, state, and local levels, the NIC Academy provides the opportunity for training managers and trainers to meet and exchange ideas with their counterparts in other jurisdictions. The Academy coordinates a network of volunteer Regional Field Coordinators (RFCs) who represent four regions of the country. Eight RFCs serve each region, two each from jails, prisons, community corrections, and juvenile justice.

The RFCs help focus NIC activities to local trainers' needs and identify training activities available from sources other than NIC. Each fall, the Academy sponsors a meeting of the RFCs to plan activities based on input from correctional training personnel in their regions. They also design regional workshops and other activities to be partially funded by NIC.

Information about Regionalization activities will be posted on NIC's website to share

information related to training. Training events will also be announced through flyers and other means. Agencies are responsible for travel and per diem costs associated with their trainers attending these events. A list of the RFCs can be obtained via the Internet or by contacting the NIC Academy.

Trainers—especially training managers—from jails, prisons, and community corrections are invited to apply to volunteer as an RFC. To request an application, write to the Regionalization Manager at the NIC Academy.

Videoconferences

NIC will conduct three 3-hour videoconferences on topics to be announced and two multi-part distance learning programs. They will be transmitted live via satellite/Internet and will require downlink equipment (a satellite dish) or Internet access.

NIC will cover all costs for uplinking to the satellite and telephone time for questions and will provide a master copy of participant materials. Participating agencies must provide the downlink-equipped meeting room to receive the videoconference, a



telephone to communicate questions, and duplication of participant materials. (Agencies that do not have their own downlink can usually use a downlink-equipped meeting room at a local community college, hotel, or government agency.) All teleconferencing will also be transmitted via the Internet, but participants are encouraged to view via satellite for better reception.

The following topics will be discussed during videoconferences in fiscal year 2001. More information will be available via flyers and the NIC website.

Jail Crowding

Program #01-S9002
Date: Apr 18, 2001
Registrations Due: Mar 19, 2001

Women Offenders in the Community

Program #01-S9003
Date Jul 18, 2001
Registrations Due: Jun 18, 2001

Long Term Aging Offenders with Chronic/Terminal Illness

Program #01-S9004
Date: Sep 12, 2001
Registrations Due: Aug 13, 2001

Note: Dates listed are target dates. Actual dates, which may change due to available satellite time, will be announced.

Application Requirements

To registrar as a host site, agencies must submit Form C.

Distance Learning Training

The distance-learning format offers hundreds of practitioners the opportunity to participate in training. These programs include three parts: 1) an 8-hour training-for-trainers videoconference for agency trainers

who will coordinate and facilitate the videoconference and local training. 2) a 12- to 16-hour interactive videoconference. 3) an additional 12 to 16 hours of local training conducted by agency trainers.

Part 1. Trainers throughout the United States will attend 8 hours of teleconference training to learn how to coordinate the videoconference, develop and implement interactive responses from their site, and facilitate and lead the 12 to 16 hours of off-camera local training.

Part 2. The 12- to 16-hour live interactive videoconference will be presented in four 4-hour segments on 3 days (Tuesday through Thursday) or 4 days (Monday through Thursday).

Part 3. Preceding and/or following the live videoconference each day (depending on the time zone), the agency trainers will assist participants in activities that will reinforce the learning presented during the videoconference.

Note: Dates listed are target dates. Actual dates, which may change due to available satellite time, will be announced.

Sex Offender Treatment Skills for Institutional Staff

Who Should Attend

Jail or prison staff who work with sex offenders, including treatment providers, institutional clinicians, and clinicians who have general knowledge of sex offender treatment.

Program #01-S9001
Date: Dec 6-7, 2000
Registrations Due: Nov 6, 2000
(Part 1: Training for Trainers)

Program #01-S9001

Date: Mar 12-15, 2001

Registrations Due: Nov 6, 2000

(Part 2: 12- to 16-hour videoconference)

Probably no offender causes greater fear and anger than the perpetrator of a sex crime. An increase in the incidence and reporting of sex offenses has led to many more sex offenders entering the criminal justice system and a need for adequately trained clinicians to treat those sentenced to jail or prison. This training covers such topics as risk assessment, victim empathy, etiology, and family reunification.

Application Requirements

To participate in Part 1, agencies must submit two forms together: an Individual Application (Form A) for a trainer **and** the Distance Learning Training/Videoconference Site Registration (Form C) for the agency. Materials sent to participants will include an application form for Part 2.

Agencies must commit to securing either a C-band or KU-band satellite downlink and a meeting room for both satellite transmissions. For the 8-hour trainers' training, the room must accommodate three or four trainers. For the 12- to 16-hour *Sex Offender Treatment Skills for Institutional Staff* telecast and subsequent local training, the training space must accommodate all local site participants and trainers.

Offender Employment Specialist Training

Who Should Attend

One or two persons from a public or private corrections agency, nonprofit organization, department of vocational rehabilitation, or labor department – who work to place offenders in jobs. Participants should be managers and/or staff who provide job training, assessment, counseling, development, placement, and retention skills to offenders.

For the 12- to 16-hour *Job Placement and Training for Inmates* telecast and subsequent local training, the training space must accommodate all local site participants and trainers.

Program #01-S9005

Date: Jun 6-7, 2001

Registrations Due: May 7, 2001

(Part 1: Training for Trainers)

Program #01-S9005

Date: Sep 24-27, 2001

Registrations Due: May 7, 2001

*(Part 2: 12- to 16-hour
videoconference)*

This program develops and enhances skills to provide employment assistance to offenders. It focuses on reintegration and transition issues; offender assessment and programming, pre-employment and job readiness skills; and job development, placement, and retention strategies.

Application Requirements

To participate in Part 1, agencies must submit two forms together: an Individual Application (Form A) for a trainer and the Distance Learning Training/Videoconference Site Registration (Form C) for the agency. Materials sent to participants will include an application form for Part 2.

Agencies must commit to securing either a C-band or KU-band satellite downlink and a meeting room for both satellite transmissions. For the 8-hour trainers' training, the room must accommodate three or four trainers.

Training for All Corrections Disciplines

Practitioners should also review the training program descriptions for Jails, Prisons, and Community Corrections.

NIC Executive Excellence Program

Who Should Attend

Upper-level executives of jails, prisons, and community corrections agencies (e.g., deputy directors, assistant commissioners) on career ladders for chief executive positions.

Location: Longmont, CO

Program #01-E1001

Date: May 13-25, 2001

Applications Due: Feb 13, 2001

This 10-month program provides the critical core knowledge and skills needed to lead correctional organizations. It includes a variety of training, assessment, and experiential activities, including:

- 2 weeks of intensive assessment and training in Longmont,
- A field assignment,
- A 2½-day leadership skills program at a central location,
- A 3-day culmination training and graduation program in Longmont,
- Alumni activities.

Application Requirements

Applicants must attach to Form A: 1) a resume describing their current responsibilities, 2) an agency organization chart, and 3) a statement of their need for this program and commitment to complete it.

Correctional Leadership Development

Who Should Attend

Individuals with management responsibility for a jail, prison, or community corrections district or regional office, and/or agency program and service managers. Deputies of these managers will be considered if recommended by their chief executive officer.

Location: Longmont, CO

Program #01-M101

Date: May 1-11, 2001

Applications Due: Feb 2, 2001

Program #01-M102

Date: Jul 17-27, 2001

Applications Due: Apr 20, 2001

Program #01-M103

Date: Sep 11-21, 2001

Applications Due: Jun 15, 2001

This 70-hour program is based on the Leadership Challenge model and provides the opportunity for participants to examine their current leadership style and practice. Through the use of instrumentation, discussion, and experiential activities, they identify their leadership strengths and create a personal leadership development plan.

Application Requirements

Part I: Applicants must attach to Form

A: 1) a brief statement of their responsibilities, including how long they have held their current or other management position; 2) an organization chart that clearly indicates their role in the agency; and 3) a statement of their need for this program.

Part II: After notification of acceptance, participants will be assigned several pre-program activities. Note that some materials must be completed and returned to the Academy prior to arriving at the training site.

Management Development for Women and Minorities

Who Should Attend

Candidates for management positions or managers working in jails, prisons, and community corrections agencies. (Past participants in NIC's *Correctional Leadership Development* or *Management Development for a Diverse Workforce* programs are **not** eligible.)

Location: Longmont, CO

Program #01-M1001

Date: Oct 30-Nov 3, 2000

Applications Due: Jul 31, 2000

Program #01-M1002

Date: Apr 30-May 4, 2001

Applications Due: Jan 30, 2001

This 36-hour program, designed for women and minorities, addresses the complex issues and skills related to high-performance productivity in a multi-cultural workforce. Participants identify leadership and learning styles; discuss organizational dynamics, problem-solving techniques, and conflict-resolution strategies; and design a career development plan.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current position and responsibilities, 2) the number of years they have held a management position, 3) their career goal for 5 years from now, and 4) how this program will benefit them and their agency.

Advanced Management Strategies for Women and Minorities

Who Should Attend

Staff working in jails, prisons, and community corrections agencies who have completed the NIC *Management Development for a Diverse Workforce* or *Management Development for Women and Minorities* training program.

Location: Longmont, CO

Program #01-M1003

Date: Jun 18-22, 2001

Applications Due: Mar 19, 2001

This multi-dimensional 36-hour program prepares women and minorities for advanced leadership roles in the correctional environment. It features an experiential leadership lab in which complex organizational issues are simulated and leadership skills are demonstrated and assessed. Participants examine all aspects of organizational leadership and plan for career advancement. Teams of participants are assigned a mentor, who assists them with pre- and post-training field work.

Application Requirements

Applicants must attach to Form A an agency organization chart and a statement describing: 1) their current position and responsibilities, and 2) the types and dates of promotions they received over the past 5 years.

Management Development for the Future: Part 1

Who Should Attend

Up to 30 managers from the same jail, prison, or community corrections agency who have had some management training but need additional skills-based training. For small or medium-sized agencies, a host agency may apply on behalf of multiple jurisdictions that will each send 5 or 6 managers.

Location: Partnership Sites

Program #01-R005

Date: Nov 13-17, 2000

Applications Due: Aug 13, 2000

Program #01-R015

Date: Feb 5-9, 2001

Applications Due: Nov 6, 2000

Program #01-R026

Date: Jul 23-27, 2001

Applications Due: Apr 23, 2001

This 36-hour program is the first of three phased skills-based training programs to be conducted over a 3-year period for participating agencies. The series covers strategies to deal with change, the emerging role of the correctional leader, and building organizational capacity. It helps the agency move toward a systems approach to managing corrections by developing the managers' abilities to lead, solve problems, and meet future challenges. Participants also develop an understanding of the need for a strategic agency agenda.

Application Requirements

Agencies interested in hosting this program must submit Form B and a statement indicating their commitment to participate in the three programs (collectively totaling 108 hours) over a 3-year period.

Strategies for Building Effective Work Teams

Who Should Attend

Executive-level administrators, deputy administrators, supervisors, and managers in jails, prisons, and community corrections agencies who lead multi-member work groups that share common goals. The program is designed for individual applicants; group applications will not be considered.

Location: Longmont, CO

Program #01-S4701

Date: Jun 25-29, 2001

Applications Due: Mar 26, 2001

Program #01-S4702

Date: Jul 30-Aug 3, 2001

Applications Due: Apr 30, 2001

This 36-hour program provides strategies for developing, implementing, managing, and evaluating work teams within a work unit and agency wide. It covers individual and group leadership techniques, group dynamics, work team characteristics, and overcoming organizational barriers to team development.

Application Requirements

Applicants must attach to Form A a statement describing: 1) the organizational structure of their work unit(s), 2) the primary mission and goals of the unit(s), and 3) how this program will assist them with quality improvement in their unit(s) and agency.

Restorative Justice: Principles, Practices, and Implementation

Who Should Attend

Three-person teams from state and local jurisdictions that will implement restorative justice practices. Teams must include individuals (at least one from corrections) with authority to direct resources, effect change, and manage the implementation.

Location: Longmont, CO

Program #01-I401

Date: Apr 15-20, 2001

Applications Due: Jan 14, 2001

Location: Partnership Sites

Program #01-R010

Date: Dec 11-15, 2000

Applications Due: Sep 11, 2000

Program #01-R034

Date: Sep 10-14, 2001

Applications Due: Jun 11, 2001

This 36-hour program explores the principles, values, and practices of restorative justice. Participants learn to develop systems, structures, and protocols to implement a restorative justice model. Creating active partnerships with communities and opportunities for victim participation is addressed. Participant teams prepare a strategic action plan to design, develop, and implement restorative justice practices.

Application Requirements

For Longmont Training

Each team member must complete Form A, but only one supplementary statement for the team is required. The statement must describe: 1) how restorative justice practices will positively affect work with victims, communities, and offenders; 2) their commitment to implement restorative practices in their system; and

3) the role of each team member in implementing restorative practices.

For Partnership Training

Agencies interested in hosting this program must submit Form B.

Restorative Justice Training for Trainers

Who Should Attend

Correctional justice practitioners with experience and previous training in one or more restorative justice efforts, who wish to increase their capacity to train others within or beyond their jurisdiction.

Location: Site to be Determined

Program #01-R023

Date: May 11-20, 2001

Applications Due: Feb 12, 2001

This 66-hour program prepares participants to design and deliver customized restorative justice training using two nationally recognized curriculum packages. Key focus areas and activities include foundations of adult education, facilitation skills, lesson planning, and a 90-minute practice presentation of a module from the training packages.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current position and responsibilities, 2) their experience and current work in a specific restorative justice effort or program, and 3) how they will apply restorative justice training skills.

Public and Media Relations

Who Should Attend

Correctional administrators, managers, and public information officers who are required to interact with individuals and groups outside of corrections, such as the legislature, the media, and public interest groups.

Location: Partnership Sites

Program #01-R007

Date: Nov 27-Dec 1, 2000

Applications Due: Aug 27, 2000

Program #01-R016

Date: Feb 6-9, 2001

Applications Due: Nov 6, 2000

Program #01-R029

Date: Jun 19-22, 2001

Applications Due: Mar 19, 2001

This 36-hour program helps participants develop the skills and abilities needed to deal effectively with the media and the general public. Presentation skills are refined by extensive use of videotaping.

Application Requirements

Agencies interested in hosting this program must submit Form B. After acceptance as a site, the site coordinator must obtain from each proposed participant a completed Form A and a statement that describes: 1) their current position and responsibilities, 2) frequency of contact with the media and the public, 3) any issues that have attracted significant public attention to their agency, and 4) how this program will benefit them and their agency.

Institutional Field Training Officer Program Development

Who Should Attend

Staff from jails, prisons, and residential community corrections agencies who are responsible for developing or enhancing an on-the-job training (OJT) program for new facility employees based on a corrections-specific Field Training Officer (FTO) model. Previous training as a trainer is helpful but not required.

Location: Longmont, CO

Program #01-S901

Date: Jan 29-Feb 2, 2001

Applications Due: Oct 30, 2000

Location: Partnership Sites

Program #01-R003

Date: Oct 31-Nov 2, 2000

Applications Due: July 31, 2000

Program #01-R009

Date: Dec 5-7, 2000

Applications Due: Sep 4, 2000

This 24- to 28-hour program provides participants with the knowledge and skills to develop and implement a formal skills-based OJT program for new facility employees using an FTO/OJT training model. The model may have limited applicability for parole/probation agencies that do not operate residential facilities.

Application Requirements

For Longmont Training

Applicants must attach to Form A a statement signed by the chief executive officer confirming that the agency intends to develop or enhance an FTO/OJT program during the coming year.

For Partnership Training

Agencies interested in hosting this program must submit Form B.

Training for Agency Training Coordinators/ Directors

Who Should Attend

Staff from jails, prisons, and community corrections agencies who serve as the training coordinator/director for the agency or institution on a full- or part-time basis. Priority consideration will be given to applicants relatively new to the position.

Location: Longmont, CO

Program #01-S902

Date: Mar 25-30, 2001

Applications Due: Dec 20, 2000

Program #01-S903

Date: Jun 3-8, 2001

Applications Due: Mar 2, 2001

Location: Partnership Sites

Program #01-R012

Date: Jan 8-12, 2001

Applications Due: Oct 9, 2000

Program #01-R020

Date: Apr 9-13, 2001

Applications Due: Jan 8, 2001

Program #01-R035

Date: Sep 17-21, 2001

Applications Due: Jun 18, 2001

This 32- to 36-hour program provides participants with the knowledge and skills to serve as agency or institution training coordinator/director and is recommended for those who recently assumed that role. It covers such topics as developing training policy and procedures and the agency's or institution's annual training plan, cost-effective alternatives to classroom training, developing effective training, assessing the impact of training on the agency, and how training can support the agency's strategic objectives.

Application Requirements

For Longmont Training

Applicants must attach to Form A a statement indicating they are currently serving as the agency or institution training coordinator/director or will soon assume that role.

For Partnership Training

Agencies interested in hosting this program must submit Form B.

Small Agency Field Training Officer Program Development

Who Should Attend

Staff from small jails, prisons, and residential community corrections facilities who are responsible for developing or enhancing a formal on-the-job training (OJT) program for new employees based on an institutional Field Training Officer (FTO) corrections-specific model. Previous training as a trainer is not required.

Location: Partnership Sites

Several partnerships are available with dates to be determined.

Applications Due: Dec 1, 2000

This 24- to 28-hour program assists small agencies in developing a formal OJT program for new facility employees. It stresses cost effectiveness, systemic acquisition of skills, proficiency testing, and thorough documentation based on a corrections-specific, task-based FTO delivery model for small agencies.

Application Requirements

Agencies interested in hosting this program must submit Form B.

Training for Small Agency Training Coordinators

Who Should Attend

Staff from small jails, prisons, residential community corrections facilities, and probation/parole agencies who serve as the training coordinator for the agency or institution as an added duty.

Location: Partnership Sites

Several partnerships are available with dates to be determined.

Applications Due: Dec 1, 2000

This 32- to 36-hour program is ideal for a newly appointed training coordinator at a small agency or small institution. It stresses development of the annual training plan, use of alternatives to classroom training, developing effective training, and efficient use of limited training resources.

Application Requirements

Agencies interested in hosting this program must submit Form B.

Agencies applying to host a partnership program must submit Form B, the statement of interest in partnership training on page 41.

Individuals applying for a program in Longmont, at another specific site, or at a site to be determined must submit Form A, the individual application on page 39.

Facilitation Skills for Trainers

Who Should Attend

Trainers from jails, prisons, and community corrections agencies whose job includes facilitation of training groups.

Location: Partnership Sites

Date: See following training dates.

Applications Due: Dec 1, 2000

This 16-hour program focuses on developing skills to facilitate training groups. Participants assess training group needs, plan appropriate facilitation strategies, and practice several facilitation techniques. They give and receive feedback on key facilitation behaviors that enhance the learning process.

Application Requirements

Agencies interested in hosting this program must submit Form B.

Facilitation Skills for Managers

Who Should Attend

Managers and supervisors from jails, prisons, and community corrections agencies whose job includes facilitation of discrete work units, project groups, committees, or meetings.

Location: Partnership Sites

Dates: See following training dates.

Applications Due: Dec 1, 2000

This 16-hour program focuses on developing skills to manage groups to achieve their goals. Participants plan and practice critical tasks and facilitation skills to get a work group started, get the work done, and handle challenges to the group process.

Application Requirements

Agencies interested in hosting this program must submit Form B.

NOTE: Facilitation Skills will be offered a total of 4 times. In completing Form B, agencies must identify WHICH Facilitation Skills program they are willing to host AND the preferred date from the following list:

Program #01-R018

Date: Mar 20-21, 2001

Program #01-R022

Date: Apr 17-18, 2001

Program #01-R028

Date: Jun 19-20, 2001

Program #01-R033

Date: Aug 16-17, 2001

Foundation Skills for Trainers

Who Should Attend

Jail, prison, and community corrections staff who have been designated to deliver in-house training, especially new trainers.

Location: Partnership Sites

Program #01-R004

Date: Nov 13-17, 2000

Applications Due: Aug 13, 2000

Program #01-R011

Date: Jan 8-12, 2001

Applications Due: Oct 9, 2000

Program #01-R032

Date: Aug 6-10, 2001

Applications Due: May 7, 2001

This 36-hour basic training-for-trainers program prepares participants to deliver established training curriculums. It covers adult learning theory, including characteristics of learners and learning styles, and how to manage the learning environment. The program provides an orientation to lesson plans, performance objectives, teaching methods, and use of training aids.

Application Requirements

Agencies interested in hosting this program must submit Form B.

Training Design and Development

Who Should Attend

Trainers who have completed a basic training-for-trainers course of at least 40 hours and who have subsequent experience training jail, prison, and/or community corrections staff.

Location: Longmont, CO

Program #01-S101

Date: Apr 2-6, 2001

Applications Due: Jan 2, 2001

Program #01-S102

Date: Jul 23-27, 2001

Applications Due: Apr 13, 2001

Location: Partnership Sites

Program #01-R025

Date: May 7-11, 2001

Applications Due: Feb 6, 2001

Program #01-R021

Date: Aug 13-17, 2001

Applications Due: May 14, 2001

This 36-hour program follows the Instructional Theory into Practice model for systematically designing training. It covers learner-centered instruction, adult learning theory, needs assessments, performance objectives, instructional strategies, training aids, and evaluation methods. Participants develop and present a module of instruction.

Application Requirements

For Longmont Training

Applicants must attach to Form A a copy of a certificate or other document showing they completed a basic training-for-trainers course.

For Partnership Training

Agencies interested in hosting this program must submit Form B.

Women Offenders: Developing an Agency Plan

Who Should Attend

Three-person teams from jails, prisons, and/or community corrections agencies that will commit to developing an agency wide plan for an effective response to women offenders. Teams must include an agency administrator with authority to direct resources to effect the change and two managers responsible for implementation.

Location: Longmont, CO

Program #01-I501

Date: May 6-11, 2001

Applications Due: Feb 6, 2001

This 36-hour program leads participant teams through strategic planning to develop an agency plan that provides coordination and direction to effectively manage women offenders. The plans will guide development of agency policies and procedures to ensure that responsive and effective services are provided to meet the supervision and programming needs of women offenders.

Application Requirements

Each team member must complete Form A, but only one supplementary statement for the team is required. The statement must describe: 1) a critical issue facing the agency in the management of women offenders, 2) the role of each team member in implementing a systemic plan for working with women offenders, and 3) their commitment to meet with senior management to review the plan developed.

Women Offenders: Critical Policy Issues

Who Should Attend

Criminal justice officials and corrections administrators who have the authority to shape policy regarding the design and use of sanctions and services for women offenders (e.g., administrators of jails, prisons, and community corrections agencies; deputy commissioners; regional directors; sheriffs; judges; prosecutors; public defenders; and court administrators).

Location: Partnership Sites

Program #01-I502

Date: Early spring.

Applications Due: Jan 17, 2001

Program #01-I503

Date: Early summer.

Applications Due: Apr 4, 2001

This 30-hour program explores critical issues in managing women offenders across the criminal justice system. Key topics include profiles of women offenders and trends in female criminality; effective responses to substance-abusing women offenders; policy issues regarding sentencing women; guiding principles of gender responsiveness; promising practices with women offenders; the impact of broader public policy on women offenders (e.g., welfare and child custody); and partnerships with the community.

Application Requirements

Agencies interested in hosting this program must submit Form B. They must also demonstrate both the commitment and a concrete plan for recruiting policy-level participants from agencies across the criminal justice system. Host agencies will be encouraged to work with NIC to tailor the curriculum to specific regional or state interests.

Changing Offender Behavior to Promote Public Safety

Who Should Attend

Up to four-person teams from jails, prisons, and community corrections agencies that typically include an administrator, program manager/supervisor, and staff involved in direct service delivery.

Location: Longmont, CO

Program #01-I001

Date: Apr 2-6, 2001

Applications Due: Jan 2, 2001

Location: Partnership Sites

Program #01-I002

Date: Nov 6-10, 2000

Applications Due: Aug 7, 2000

Program #01-I003

Date: Jul 9-13, 2001

Applications Due: 9, 2001

This 36-hour program examines what is known about changing criminal behavior patterns among higher-risk offenders. It covers the implications of current research for offender programming in jails, prisons, and community corrections. Participants develop an agency action plan and implementation strategy.

Application Requirements

For Longmont Training

Each team member must complete Form A, but only one supplementary statement for the team is required. The statement must describe: 1) the role of each team member in programming for offenders, and 2) how this program will benefit their agency.

For Partnership Training

Agencies interested in hosting this program must submit Form B. Because this program is designed for multiple teams, preference will be given to single agencies with multiple

sites, e.g., a state corrections or probation agency with several locations or a state oversight agency with responsibility for multiple jurisdictions. Also, several independent agencies may join together with one agency acting as host for the training. Along with Form B, the host agency must submit the supplementary statement described above from each individual team.

Cognitive Behavior Change for Offenders

Who Should Attend

Jail, prison, or community corrections staff who, as part of their agency's approach to recidivism reduction, facilitate or plan to facilitate offender groups using the NIC cognitive behavior change program, *Thinking for a Change*.

Location: Partnership Sites

Program #01-R001

Date: Oct 30-Nov 3, 2000

Applications Due: Jul 31, 2000

Program #01-R006

Date: Nov 27-Dec 1, 2000

Applications Due: Aug 28, 2000

Program #01-R008

Date: Dec 11-15, 2000

Applications Due: Sep 11, 2000

Program #01-R013

Date: Jan 8-12, 2001

Applications Due: Oct 9, 2000

Program #01-R036

Date: Feb 26-Mar 3, 2001

Applications Due: Nov 27, 2000

Program #01-R019

Date: Apr 16-20, 2001

Applications Due: Jan 16, 2001

Program #01-R024

Date: May 14-18, 2001

Applications Due: Feb 14, 2001

Program #01-R031

Date: Aug 6-10, 2001

Applications Due: May 7, 2001

This 36-hour program prepares facilitators to deliver the cognitive behavior change program with offender groups. That program integrates cognitive approaches for changing behavior by restructuring offenders' thinking (e.g., antisocial attitudes, values, or beliefs) and teaches pro-social cognitive skills (e.g., effective problem-solving and the ability to consider consequences). It also helps offenders develop appropriate interpersonal skills.

Participants in this facilitators program practice delivering lessons from each of the core elements of the curriculum and prepare plans for implementing the program in their facility or agency.

Application Requirements

Agencies proposing to include other correctional jurisdictions will be given priority unless sound justification is provided for including only their own staff. Those interested in hosting this program must submit Form B, accompanied by letters of intent to participate from other jurisdictions if applicable. They will be contacted to explore how delivering the cognitive behavior change program with offenders fits into their agency's overall approach to reducing victimization.

Training for Jails

Jail practitioners should also review the special emphasis initiatives beginning on page 5 and the Training for All Corrections Disciplines programs beginning on page 18.

Planning of New Institutions

Who Should Attend

Officials from jurisdictions that have made a firm decision to construct a jail and are willing to engage in a major planning effort. Team members must have a key policy- and decision making role in the new jail project and include the sheriff or director of corrections, the jail administrator, a county commissioner, and another person involved in facility planning.

NIC will pay the travel and per diem expenses for four persons from a jurisdiction to attend. One or two others may attend at the jurisdiction's expense.

Location: Longmont, CO

Program #01-J2101

Date: Nov 13-17, 2000

Applications Due: Aug 14, 2000

Program #01-J2102

Date: Apr 9-13, 2001

Applications Due: Jan 8, 2001

Program #01-J2103

Date: Aug 20-24, 2001

Applications Due: May 21, 2001

This 32-hour program familiarizes participants with all aspects of the new jail planning and construction process and helps them develop a team approach to planning. It focuses

on the critical stages of planning a new facility, including pre-architectural programming, site evaluation, project management, staffing issues, and use of data.

Application Requirements

Applicants must submit Form A.

Jail Design Review

Who Should Attend

Two-person teams from jurisdictions in the early planning or design phase of a jail construction project. Teams must include the sheriff, director of corrections, or jail administrator **and** the person responsible for monitoring the construction project. Those planning multi-jurisdictional facilities should consult with the NIC Jails Division about team composition.

Location: Longmont, CO

Program #01-J2104

Date: Feb 5-9, 2001

Applications Due: Nov 6, 2000

Program #01-J2105

Date: Jul 30-Aug 3, 2001

Applications Due: Apr 30, 2001

This 36-hour program teaches participants to assess how well schematic design plans are translated into design development drawings and eventually into contract documents. They learn to read and interpret facility planning

documents, specifications, and schedules and learn how and why changes occur during construction and how to manage them.

Application Requirements

Applicants must submit Form A.

Mental Health Services in Large Jails

Who Should Attend

Three-person teams from large jails (1,000+ beds) that include the jail administrator; the director of security, classification, or inmate programs; and the director of mental health services.

Location: Longmont, CO

Program #01-J2801

Date: Mar 5-9, 2001

Applications Due: Dec 5, 2000

This 28-hour program focuses on coordination and enhancement of mental health services for inmates in large jails, with an emphasis on analyzing inmates' needs for services. It covers problem identification and analysis, building effective working relationships, mental health resources, and collaborative problem solving.

Application Requirements

Each team member must complete Form A.

Orientation to Objective Jail Classification

Who Should Attend

Two-person teams from local jurisdictions that include the sheriff, director of corrections, or jail administrator **and** the person who oversees classification and/or data management.

Location: Longmont, CO

Program #01-J2301

Date: Nov 27-Dec 1, 2000

Applications Due: Aug 28, 2000

This 32-hour program provides an orientation to objective jail classification (OJC). It covers the advantages of OJC and its guiding principles, key elements, and risk assessment instruments. Participants assess their current classification program and learn a process to evaluate their jail's readiness to develop and implement an OJC system.

Application Requirements

Applicants must complete Form A.

How to Implement Objective Jail Classification

Who Should Attend

Two-person teams that include the sheriff, director of corrections, or jail administrator **and** the jail classification supervisor or data manager. If a jurisdiction sent a team to the *Orientation to Objective Jail Classification* program, it should send the same people to this program.

Location: Longmont, CO

Program #01-J2304

Date: Mar 26-29, 2001

Applications Due: Dec 27, 2000

This 28-hour program focuses on the actions required to finalize and

implement a valid objective jail classification system. Participants are required to have developed a draft document for each component of the classification system, including a mission statement, goals and objectives, policies and procedures, and other information. Each team's draft documents will receive a combination of peer and technical critique during the program.

Application Requirements

Applicants must complete Form A.

Orientation to Direct-Supervision Jails

Who Should Attend

Two-person teams of local officials from jurisdictions that: 1) are planning to build a new jail and have not decided on the design and inmate management style, or 2) are building a direct-supervision jail and need more information to make decisions about design and operations. Applicants must be in a position to make policy decisions for the jail, such as sheriffs, directors of corrections, jail administrators, and county commissioners.

Location: Site to be Determined

Program #01-J2201

Date: June 2001 (specific dates to be announced)

Applications Due: Feb 15, 2001

This 28-hour program familiarizes participants with the principles of designing and operating a direct-supervision jail and provides them with information on which to base decisions about their own jail project. It covers the evolution of direct supervision, concepts of inmate management, changes in staff roles, and educating staff and the community about direct supervision. The program is conducted at a direct-supervision jail and combines observation,

interviews, and classroom sessions.

Application Requirements

Each team member must complete Form A.

How to Run a Direct-Supervision Housing Unit: Training for Trainers

Who Should Attend

One or two jail staff who have been trained in interpersonal communications, have experience working in inmate housing units, and support the direct-supervision approach to inmate management. Experience as a trainer is helpful but not required. Priority will be given to applicants from jurisdictions near the end of transition to a new direct-supervision jail.

Location: Longmont, CO

Program #01-J2202

Date: Jul 29-Aug 10, 2001

Applications Due: Apr 30, 2001

This 80-hour program develops skills to deliver the *How to Run a Direct-Supervision Housing Unit* curriculum for line staff. Participants experience the housing unit curriculum as trainees, are trained in curriculum materials and delivery methods, and present the curriculum to demonstrate proficiency. They are given all materials needed to provide line staff specialized training in working face-to-face with inmates in the direct-supervision setting.

Application Requirements

Applicants must attach to Form A a letter stating the opening date for the new jail and must that the agency agrees to deliver the 32-hour housing unit curriculum in-house at least once during the coming year.

Administering the Small Jail

Who Should Attend

Administrators of jails with 100 or fewer beds who directly oversee day-to-day jail operations.

Location: Longmont, CO

Program #01-J2802

Date: Feb 11-16, 2001

Applications Due: Nov 13, 2000

Program #01-J2803

Date: May 13-18, 2001

Applications Due: Feb 13, 2001

This 40-hour program focuses on effective small jail administration and includes instruction on administrative liability, jail standards, policy and procedures, and documentation of operations. It covers inmate supervision and management; fire protection, safety, and sanitation; and how to determine staffing needs and develop plans for staff training.

Application Requirements

Applicants must submit Form A.

Staff Sexual Misconduct with Inmates Training Now Open to Jail Practitioners

Two training programs developed under the auspices of the NIC Prisons Division have been expanded to include jail practitioners during fiscal year 2001. See page 31 for descriptions and application procedures for *Staff Sexual Misconduct with Inmates* and *Investigations of Staff Sexual Misconduct with Inmates*.

Training for Prisons

Prison practitioners should also review the special emphasis initiatives beginning on page 5 and the Training for All Corrections Disciplines programs beginning on page 18.

Executive Leadership Training for Women

Who Should Attend

Women who are senior, upper-level correctional managers with the motivation to become chief executives of state departments of corrections. Only one applicant from an agency will be selected.

Location: Site to be Determined

Program #01-P3301

Date: Jun 18-23, 2001

Applications Due: Mar 19, 2001

This 36-hour program and the follow-up component enhance the ability of participants to achieve, and function effectively in, executive-level positions in corrections organizations. It focuses on leadership skills necessary for organizational success, methods of overcoming barriers to advancement, personal growth critical to leadership, and career development.

Application Requirements

Applicants must attach to Form A:

- 1) a resume describing the responsibilities of their current position and two most recently held positions, and
- 2) a statement of how this program will benefit them and their agency.

Executive Training for Deputy Directors

Who Should Attend

Deputy directors and in some cases regional or division directors of state departments of corrections who have direct supervisory responsibility for operation of the state's prisons. Note: This program is intended for the operational deputy or division director, not for deputies who manage other areas of the department. Only one applicant from a state will be selected.

Location: New York City, NY

Program #01-P801

Date: Oct 16-20, 2000

Applications Due: Aug 9, 2000

This 24-hour program provides an opportunity for deputy directors to examine and discuss critical issues affecting the management and leadership of a state prison system. An optional tour of a correctional institution will be available.

Application Requirements

Applicants must attach to Form A a statement describing: 1) when they were appointed deputy director, and 2) their span of control and job responsibilities.

Executive Training for New Wardens

Who Should Attend

Wardens of state prisons who were appointed within the past year.

Location: Longmont, CO

Program #01-P2501

Date: Feb 26-Mar 2, 2001

Applications Due: Nov 27, 2000

Program #01-P2502

Date: Jul 9-13, 2001

Applications Due: Apr 9, 2001

This 36-hour program enhances skills in areas essential to effective leadership and administration of a prison. It covers managing the external environment, diagnosing the organization, and assessing and classifying inmates. Participants improve their skills in managing the institution's workforce, budget, and operations.

Application Requirements

Applicants must attach to Form A a current resume that includes past training and a statement describing: 1) when they were appointed warden; 2) the name, location, security level, and size (staff and inmates) of their institution; and 3) how this program will benefit them and their agency.

Individuals applying for a program in Longmont, at another specific site, or at a site to be determined must submit Form A, the individual application on page 39.

Agencies applying to host a partnership program must submit Form B, the statement of interest in partnership training on page 41.

Contemporary Issues in Prison Management

Who Should Attend

Wardens/superintendents with 5 years experience as warden or as warden/central office administrator.

Location: Longmont, CO

Program #01-P501

Date: Mar 18-23, 2001

Applications Due: Dec 18, 2000

Program #01-P502

Date: Sep 23-28, 2001

Applications Due: Jun 25, 2001

This 36-hour program examines current, evolving strategies for addressing many of the issues and challenges to be presented by the social/political/criminal justice environment and a changing inmate profile in the 21st century. It covers prerogatives and responsibilities of leadership and specific operational approaches to address difficult issues.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their correctional experience; 2) their current assignment, including the security level, size, and any special mission of their facility; and 3) their special program and managerial skills and interests.

Operational Practice in Women's Prisons

Who Should Attend

Regional directors, wardens, and supervisors in state women's prisons or central office personnel with administrative responsibility for women's prisons.

Location: Longmont, CO

Program #01-P3101

Date: Jul 16-20, 2001

Applications Due: Apr 16, 2001

This 36-hour program explores issues that are key to policy development and operational practice in the management of women's prisons. It covers legal issues, cross-gender supervision, design considerations, daily operations, and gender-responsive programming.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current position and responsibilities and how long they have held that position; 2) the name, location, security level, and size (staff and inmates) of their institution; and 3) how they will benefit from this program.

Managing Prison Security Systems

Who Should Attend

Managers who have direct control or oversight responsibility for security operations of a state prison, such as wardens/superintendents, deputy wardens/superintendents, chiefs of security, and shift commanders.

Location: Partnership Sites

Program #01-P4201

Date: Oct 30-Nov 3, 2000

Applications Due: Jul 30, 2000

Program #01-P4202

Date: Apr 2-6, 2001

Applications Due: Jan 2, 2001

Program #01-P4203

Date: Aug 6-10, 2001

Applications Due: May 8, 2001

This 36-hour program focuses on the need to address institutional security as a "seamless" system with integration of all component parts. It covers physical plant security, information systems, classification, and staffing analysis. It emphasizes internal auditing and monitoring.

Application Requirements

Agencies proposing to include

neighboring corrections jurisdictions will be given priority unless sound justification is provided for including only their own staff. Those interested in hosting this program must submit Form B, accompanied by letters of intent to participate from other jurisdictions if applicable.

Conducting Prison Security Audits

Who Should Attend

Persons with responsibility for the security operations of a state prison system or prison. Priority will be given to three-person teams designated by the director, in writing, as members of the department of corrections' audit team.

Location: Sites to be Determined

Program #01-P3201

Date: Dec 4-8, 2000

Applications Due: Sep 4, 2000

Program #01-P3202

Date: Jun 4-8, 2001

Applications Due: Mar 5, 2001

This 36-hour program is conducted at selected state correctional institutions. Participants receive classroom training in prison security system auditing, assist in the security audit of a host prison as a member of a supervised audit team, and provide a verbal and written audit report to the host agency. In conducting the security audit, they review the host institution's security policy, post orders, staffing pattern, operational procedures and practices, equipment, training, and other factors related to internal and perimeter security.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their correctional experience, 2) their current assignment and responsibilities related to security, and 3) the security level and size of their facility.

Supermax Planning and Programming

Who Should Attend

Correctional administrators and wardens/superintendents who are responsible for prison planning and/or the operation of supermax prisons.

Location: Site to be Determined
Program #01-P3601

Date: Sep 10-14, 2001

Applications Due: Jun 11, 2001

This 36-hour program focuses on planning, programming, and operations issues specific to supermax prisons. Participants examine political, philosophical, and policy underpinnings of such facilities. Tools are presented to help guide decisions concerning supermax planning and development or assessing current operations.

Application Requirements

Applicants must attach to Form A a statement describing their current responsibilities related to supermax prison planning and programming.

Violent and Hard-to-Manage Inmates

Who Should Attend

Correctional administrators, wardens/superintendents, and program and security managers who are responsible for prison planning and/or the operation of high-custody prisons.

Location: Longmont, CO

Program #01-P1901

Date: Aug 26-31, 2001

Applications Due: May 27, 2001

This 36-hour program focuses on the management and treatment of high-risk inmates. It examines risk assessment and management strategies, principles of subject control, and

program and treatment modalities that may have application in high-risk settings. It addresses the balance between corrections' responsibility for staff and inmate safety and efforts to eliminate destructive inmate behavior through treatment and development of pro-social skills.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current responsibilities related to the treatment or management of high-risk inmates; and 2) their experience, skills, and training related to treatment and management of this inmate group.

Development of Comprehensive Objective Prison Classification Systems

Who Should Attend

Three- or four-person teams from state corrections systems that include the director of classification and other administrators who can influence policy for the agency, such as deputy directors or directors of research and planning.

Location: Longmont, CO

Program #01-P701

Date: Oct 22-27, 2000

Applications Due: Jul 23, 2000

This 36-hour program focuses on comprehensive objective prison classification, including the development of both external and internal classification systems. It covers validation of risk assessment instruments, intake assessment and case planning, classification of women offenders, and institutional security and information systems.

Application Requirements

Each team member must complete Form A, but only one supplementary statement for the team is required. The statement must describe: 1) the position and role of each team member in the classification process, 2) the classification issues the agency wants to address, and 3) the status of the agency's work in developing a comprehensive classification system. Applicants will be sent a questionnaire to complete.

Prison Staffing Analysis

Who Should Attend

Persons with responsibility for prison staffing, such as wardens, deputy wardens, and security chiefs, and those with central office responsibility for monitoring staffing levels in the state's prisons.

Location: Longmont, CO

Program #01-P1701

Date: Jun 24-29, 2001

Applications Due: Mar 26, 2001

This 36-hour program enhances knowledge and understanding of basic staffing concepts, post identification, shift relief factors, scheduling and roster management, and critical staffing levels. It explores several methodologies for assessing current staffing levels and determining staffing requirements for a new facility or operation.

Application Requirements

Applicants must attach to Form A a statement describing their current job assignment and responsibilities related to prison staffing.

Staff Sexual Misconduct with Inmates

Who Should Attend

Teams of three persons from state prison systems and jails who have the ability to shape and implement departmental policy. The state teams must include department of corrections central office and prison managers. The jail teams might include the sheriff, jail administrator, director of the department of corrections, or the person responsible for drafting policy and/or developing and implementing staff training in this area.

Location: Washington, DC, area

Program #01-P3401

Date: To be determined

Applications Due: Sep 7, 2000

Program #01-P3403

Date: To be determined

Applications Due: Dec 13, 2000

This 36-hour program helps participants create sound practice to address sexual misconduct among staff and inmates. It focuses on the scope of the problem, policy development, training strategies, legal liabilities, investigative procedures, responses to the media, and state and federal legislation.

Application Requirements

Each team member must complete Form A, but only one supplementary statement for the team is required. The statement must describe: 1) the agency's current policy or practice for responding to sexual misconduct, 2) the status and stipulations of state law, and 3) the agency's investigative procedures related to staff sexual misconduct.

Investigations of Staff Sexual Misconduct with Inmates

Who Should Attend

Chief investigators, investigators, and legal or human resource staff in a state department of corrections or jail systems who are responsible for the development of the agency's policy and practice for investigating staff sexual misconduct.

Location: Washington, DC, area

Program #01-P3402

Date: To be determined

Applications Due: Nov 8, 2000

This 36-hour program helps participants create sound practice for investigating allegations of sexual misconduct among staff and inmates. It provides state-of-the-art information, skills, and knowledge on such topics as the investigator's relationship with medical and mental health staff, the technique of questioning alleged victims who are likely to have abuse histories, streamlining multiple interviews, and legal issues related to investigations.

Application Requirements

Applicants must attach to Form A a statement describing: 1) the agency's current policy or practice for responding to sexual misconduct and related investigative policy, 2) the status and stipulations of state law, and 3) the agency's investigative procedures related to staff sexual misconduct.

Prison Health Care: Youthful Offenders Sentenced as Adults

Who Should Attend

Institutional or central office administrators and health care practitioners who have responsibility for youthful offenders in the adult corrections system.

Location: Longmont, CO

Program #01-P601

Date: Mar 6-9, 2001

Applications Due: Dec 6, 2000

This 20-hour program explores health care issues for youthful offenders incarcerated in adult institutions. Special health care needs are addressed, such as dental, immunization shots, nutrition, physical development, and consent issues.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current job assignment and how it relates to youthful offenders; 2) how youthful offenders are managed in their adult corrections system (i.e., separate division, separate institutions or units etc.); and 3) their need for this program.

Prison Health Care: Women Offenders

Who Should Attend

Correctional administrators and health care practitioners who have responsibility for women offenders.

Location: Longmont, CO

Program #01-P602

Date: Mar 19-22, 2001

Applications Due: Dec 18, 2000

This 20-hour program addresses the special health care needs of women offenders. In addition to the same types of chronic and communicable diseases and other physical and mental impairments that men experience, women offenders present gender-specific issues, such as gynecological health and pregnancy; use of medication (specifically psychotropics); and the impact of their histories of sexual and physical abuse. Management of these health care issues, case management, intake, assessment, testing, and health education for women offenders are covered.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current job assignment and how it relates to women offenders, and 2) how this program will benefit them.

Prison Health Care: Suicide Prevention

Who Should Attend

Wardens, correctional and mental health administrators who have specific responsibility for developing suicide prevention programs, and correctional mental health administrators responsible for providing mental health services.

Location: Longmont, CO

Program #01-P603

Date: Jun 25-28, 2001

Applications Due: Mar 26, 2001

This 20-hour program explores suicide prevention within the corrections setting, identifies common health-based risk factors for suicide, identifies programmatic guidelines for suicidal inmates, and provides information on various methods of suicide prevention.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current job assignment and how it relates to suicide prevention, 2) the types of suicide prevention services that exist in their department or institution, and 3) how the program will benefit them.

Emergency Preparedness Assessment

Who Should Attend

Correctional managers who have administrative responsibility for the oversight, monitoring, and implementation of emergency preparedness policies and procedures and related staff training for the state's correctional facilities.

Location: Longmont, CO

Program #01-P2601

Date: May 20-25, 2001

Applications Due: Feb 21, 2001

This 36-hour program focuses on assessing a corrections system's ability to maintain a safe and secure institutional environment. It addresses emergency circumstances ranging from internal disruptions to conditions arising from external factors, such as natural and environmental disasters, job actions, and other uncontrollable events.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current job assignment and how it relates to emergency preparedness; and 2) their experience, skills, and training related to emergency preparedness.

Monitoring Private Service Contracts in Prisons

Who Should Attend

Two- or three-person teams that include a central office contract manager with responsibility for oversight of private service contracts and a contract monitor for the state department of corrections. A second contract monitor or another person who is critical to the contract monitoring process may be proposed as the third team member.

Location: Site to be Determined

Program #01-P1401

Date: Apr 30-May 4, 2001

Applications Due: Jan 29, 2001

This 36-hour program focuses on monitoring private contracts for the delivery of correctional services. It explores the contractor's role in the organization, the relationship between the monitor and the contractor, monitoring protocol and process, and monitoring techniques in various specialty areas. Monitoring in multi-jurisdictional contract institutions, problem solving, legal issues, data gathering and analysis, and monitoring tools and reports are also covered.

Application Requirements

Each team member must complete Form A, but only one supplementary statement for the team is required. The statement must describe each team member's current job assignment and how it relates to contract monitoring.

Correctional Religious Services Programs

Who Should Attend

Correctional administrators and state-wide coordinators who have specific responsibility for managing and coordinating religious services within state departments of corrections.

Location: Longmont, CO

Program #01-P3801

Date: Apr 22-25, 2001

Applications Due: Jan 22, 2001

This 28-hour program explores innovative approaches to providing religious services and programs for offenders in state prison systems. It focuses on current and emerging issues, such as the use of volunteers, impact of the pending Religious Liberty Protection Act, Religious Faith-Based Therapeutic Communities, and legal and policy development issues.

Application Requirements

Applicants must attach to Form A a statement describing: 1) their current job assignment and how it relates to correctional religious services and programs; 2) their systemwide correctional religious programs and services (briefly); and 3) how the program will benefit their corrections system.

Training for Community Corrections

Community Corrections practitioners should also review the special emphasis initiatives beginning on page 5 and the Training for All Corrections Disciplines programs beginning on page 18.

Orientation for New Probation & Parole Chief Executive Officers

Who Should Attend

Chief executive officers of probation and parole agencies who have held that position for less than 1 year.

Applicants must have budget authority and responsibility for human resource management, policy development, and establishing the agency's mission.

Location: Huntsville, TX

Program #01-C4001

Date: Mar 2001

Applications Due: Feb 1, 2001

Program #01-C4002

Date: Sep 2001

Applications Due: Feb 1, 2001

This 40-hour program equips the new chief executive with a set of short- and long-term survival skills. It covers budgets, personnel, planning, special interest groups, working with the media, and communications. The program uses a peer interaction process and promotes the development of a network of mentors and advisors among participants.

Application Requirements

Applicants must submit Form A.

Orientation for Parole Board Members

Who Should Attend

Members of adult paroling authorities who have been on the board for less than 1½ years at the time of the program.

Location: Longmont, CO

Program #01-C2101

Date: Jun 11-15, 2001

Applications Due: Mar 12, 2001

This 36-hour program provides an orientation and national overview of paroling authorities. It covers the philosophical and historical basis of parole; policies, tools, and instruments currently being used; the relationships of community supervision, parole release, and revocation decision making; and the policymaking role of individual decision makers.

Application Requirements

Applicants must complete Form A, entering the effective date of their appointment to the board on line 6. The application must be endorsed by the parole chair.

Cooperative Agreements

NIC uses cooperative agreements to conduct much of the planning, development, and implementation of its strategic plan. Projects to be funded are briefly described here, and complete requests for applications will be published in the *Federal Register* when indicated. They will also be posted on NIC's website at www.nicic.org/inst.

Delivery of NIC Academy Training Curriculums

Anticipated Funding: \$117,000

This project will deliver four 36-hour *Training Design and Development* training programs—two in Longmont, Colorado, and two at sites to be determined—and four 16-hour *Group Facilitation Skills* programs at sites to be determined. Among other activities, the award recipient will propose trainers, review curriculums, prepare materials for trainers and participants, develop evaluation strategies, and submit a final report at the conclusion of each program. NIC will be substantially involved in all aspects of the project.

A complete request for applications will be published in the *Federal Register* in late 2000.

Executive Leadership Training for Women

Anticipated Funding: \$120,000

This project will deliver the *Executive Leadership Training for Women* programs. The award recipient will provide site selection, training and logistical support, and updating and refinement of the curriculum. Funds for participant travel and an evaluation component to be implemented will not be included in the award, but will be provided separately by NIC.

A complete request for applications will be published in the *Federal Register* in November 2000.

Documentation of the Impact of NIC Executive Leadership Training for Women

Anticipated Funding: \$50,000

This project will research and document the impact of the *Executive Leadership Training for Women* program on its graduates. The recipient of the cooperative agreement will design and implement a methodology for identifying self-reported outcomes experienced by graduates of the program. Activities may include interviews, written surveys, and documentation of activities initiated as a result of individual goals set during this multi-year program.

NIC will provide access to the roster of 6 years of program graduates and will work closely with the award recipient to design the project. The project will include a review of critical components of the program as they relate to key findings and will result in recommendations for future program design.

A complete request for applications will be published in the *Federal Register* in November 2000.

Documentation of Promising Practices to Address Staff Sexual Misconduct

Anticipated Funding: \$75,000

This project will support research and documentation of promising practices implemented by corrections agencies to address staff sexual misconduct. Based in part on NIC's ongoing work with state corrections agencies, the recipient of the cooperative agreement will design and implement a project to document practices and strategies that support zero tolerance of staff and inmate sexual misconduct. Strategies described will include examples of the administrative and operational experiences of agencies that have substantially changed policy and practice in the last 5 years to diminish staff sexual misconduct.

A complete request for applications will be published in the *Federal Register* in January 2001.

Institutional Culture: Intensive Technical Assistance

Anticipated Funding: \$300,000

This project will provide intensive assistance in the area of institutional culture to five or six sites through technical assistance, training, and extended consultation of a “change mentor/coach.” The project will build on work conducted in the last several years by the Prisons Division in developing methods to assess the “drivers” within an institutional culture that increase the likelihood of maintaining a healthy institutional environment.

The ongoing work of the Prisons Division in developing strategies to assist agencies in the areas of staff sexual misconduct, the management of mission change, and the impact of a changing workforce will provide background support for this project. The recipient of the cooperative agreement will provide coordination and expertise in all aspects of onsite assistance to the selected sites and will work collaboratively with an NIC correctional program specialist to assure continuity of NIC’s activities in this area of emphasis.

A complete request for applications will be published in the *Federal Register* in November 2000.

Institutional Culture: Workforce

Anticipated Funding: \$50,000

A continuation of work started in fiscal year 2000, this project will further develop effective strategies available to state corrections agencies to attract and retain a

productive workforce. Using findings from the regional meetings on prison workforce issues conducted under a 2000 cooperative agreement, the recipient of this cooperative agreement will further develop strategies that assist agencies in one or more of the primary areas identified.

A complete request for applications will be published in the *Federal Register* in January 2001.

Development of Comprehensive Objective Prison Classification Systems

Anticipated Funding: \$155,000

This project will focus on the development and refinement of comprehensive objective prison classification systems. One or more cooperative agreements will be funded to build on work in the previous multi-year planning effort to guide the field toward development of comprehensive classification systems.

In previous years, work focused on specific components: external classification (validation of risk instruments for determining custody and security levels); internal classification (to guide housing, work and program assignments within facilities); classification of women offenders (to address gender-specific issues); and MIS systems to support the classification system (to use technology to manage information and offenders). This project will include providing technical assistance to state correction systems through onsite work and capacity-building training to better prepare them to continue refinements to prison classification systems and manage emerging classification issues.

A complete request for applications will be published in the *Federal Register* in October 2000.

Classification of High-Risk Offenders

Anticipated Funding: \$200,000

This project will examine contemporary issues and emerging topics in prison classification. The recipient of the cooperative agreement will focus on classification of high-risk, disruptive offenders in maximum security, administrative segregation, close management units, and general population, as well as on special topics such as risk management of sexual predators and civil commitments.

A complete request for applications will be published in the *Federal Register* in November 2000.

Interstate Compact for Adult Offender Supervision

Anticipated Funding: \$176,000

A continuation of work under way, this project will assist states as they consider passage of—or begin to implement—the revised interstate compact governing the supervision of community-based offenders moving from one state to another.

The cooperative agreement recipient will provide assistance to states that passed the legislation and those still considering it. Depending on specific needs of the states, activities may include a national meeting of legislators, regional information sessions, technical assistance to specific jurisdictions, steering group meetings, transition planning and preparation activities, and/or initial planning for an automated information system.

It is anticipated that a continuation cooperative agreement will be

awarded to the organization selected to conduct the first phase of the project.

Changing Offender Behavior: Assessment and Quality Assurance

Anticipated Funding: \$80,000

Increasing numbers of corrections agencies are implementing programs and other intervention strategies designed to reduce recidivism and promote public safety by changing offenders' criminal behavior. Building on what is commonly known as the "what works" literature, these agencies seek to reduce victimization by offenders by using strategies and adhering to principles with demonstrated effectiveness. To assist agencies in achieving these goals, the recipient of the cooperative agreement will work with NIC to develop standardized assessment procedures and protocols that promote program integrity by: 1) measuring the extent to which the principles are incorporated into agency programs and operations, and 2) allowing ongoing monitoring of actual performance.

A complete request for applications will be published in the *Federal Register* in December 2000.

Policy-Driven Responses to Parole Violations

Anticipated Funding: \$200,000

This project will deliver technical assistance to up to eight paroling authorities that are committed to improving the way they respond to offenders who violate rules and/or conditions of parole, including both discretionary and mandatory release supervision where the paroling authority has a role. The project may also include enhancing policies governing recidivism practices.

Responding to violations involves exercise of discretion at different levels by individuals from several organizations, and seldom has this complicated system been analyzed or fully understood. The recipient of the cooperative agreement must command a practical understanding of policy and process issues relating to violations. It must have the ability to work individually with parole boards, agency administrators and supervision staff, and treatment and service providers, and to effectively manage the work of policy teams made up of these individuals.

The recipient of the cooperative agreement will coordinate with NIC in announcing the project to the field and in selecting the jurisdictions that will participate.

A full request for applications will be published in the *Federal Register* in late 2000.

Intensive Assistance to Improve Community Responses to Women Offenders

Anticipated Funding: \$150,000

This project will deliver intensive technical assistance to policy teams from three high-population, local jurisdictions, for up to 2 years. The jurisdictional teams will consist of criminal justice policy officials, corrections and human service system managers, and community members.

The objectives are to work collaboratively with the jurisdictions to examine their sentencing and corrections practices and develop policies for gender-responsive assessment, referral, and community supervision. The recipient of the cooperative agreement will provide training, site coordination, and technical assistance to the three jurisdictions for the first 12 months of the 2-year effort.

A full request for applications will be published in the *Federal Register* in August 2000.

NATIONAL INSTITUTE OF CORRECTIONS

Individual Application

To apply, complete **(type or print legibly)** and sign this form, attach any supplementary statements required in the training program description, obtain the necessary endorsement, and mail or fax to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; FAX 303-682-0469. **To receive full consideration, each item on both sides of this application must be completed and it must be received by the specified due date. Incomplete applications will be returned.** All applications will be acknowledged. Applicants **accepted for participation** will receive confirmation and additional information about the program.

1. Training program title: _____

16. Type of agency (check one):

2. Training program number 01- _____

_____ 1. Federal - Bureau of Prisons

_____ 2. Federal - Uniformed Services

_____ 3. Federal - Other

_____ 4. State

_____ 5. Local

_____ 6. Regional

_____ 7. U.S. commonwealth or territory

_____ 8. Foreign

_____ 9. Private

3. For multiple program offerings, I **cannot** attend on the following date(s):

4. Name: Mr. _____ Ms. _____ Mrs. _____

17. Agency/institution information:

Institution/facility population _____

or

Agency population _____

Total number of agency staff _____

Number of staff you supervise _____

5. Social Security No. _____

Note: Disclosure of your Social Security Number is voluntary. NIC collects Social Security Numbers as an identifier for records of training participants. Executive Order No. 9397.

18. Training program for team participation? If yes:

_____ a) each team member must complete an application,

_____ b) each team member's *individual* supplementary information attached,

_____ c) list team members below, and

_____ d) send all applications together.

Only one team supplementary statement is required for all team members. List team members below:

6. Title _____ Yrs. in position _____

Primary job responsibility is staff training?

Yes _____ No _____

7. Agency _____

8. Mailing address _____

9. City _____ 10. County _____

11. State _____ 12. Zip code _____

13. Telephone () _____ Fax () _____

14. E-mail _____

15. Primary area of corrections (check one):

_____ 1. Adult jail

_____ 2. Adult community corrections

_____ 3. Adult prison

_____ 4. Other (explain): _____

I have attached the

- supplementary statement required in the training program description.
- applications of all team members.

I agree to

- fully participate in this program and will complete all pre- and post-training assignments.
- reside at the training site (for Longmont programs) for the duration of the program.

Signature _____

Date _____

ENDORSEMENT OF APPLICATION BY AGENCY CHIEF EXECUTIVE OFFICER

NIC will return as “incomplete” application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jail practitioners**—if the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prison practitioners**—the director or commissioner of the state department of corrections.
- For **community corrections practitioners**—the head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**—both the warden and the assistant director of Human Resource Management at central office.

Individuals from private organizations—must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

NOMINATION/ENDORSEMENT

Nomination/Endorsement must be made by the chief executive officer as defined above.

I recommend _____ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to effect improvement in our organization. The information provided is accurate and complete. I agree that if the participant in this training program develops an action plan for our agency, outcomes of the implementation will be provided on request to NIC for impact evaluation purposes.

Signature of Chief Executive Officer

Date

(Type or Print Name)

Title of Chief Executive Officer

() _____
Telephone

NATIONAL INSTITUTE OF CORRECTIONS

Statement of Interest in Partnership Training
(to be completed by **agencies** applying to host a partnership program)

Agencies interested in hosting an NIC Partnership Training Program must complete **(type or print legibly)** and sign this form, obtain the necessary endorsement, and mail or fax **(by the due date)** to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; FAX 303-682-0469. All Statements of Interest will be acknowledged.

Agency Name: _____

Agency Address: _____

Agency Contact Person: _____ Title: _____

Telephone: () _____ Fax: () _____

Title of partnership training program requested: _____

Training date(s) *in order of priority*: _____

Facilities available to accommodate the training (*a large main room--1,200 ft² minimum--and at least two adjacent or nearby breakout rooms--400 ft² minimum each--are required*): _____

ENDORSEMENT OF APPLICATION BY AGENCY CHIEF EXECUTIVE OFFICER

Our agency is interested in hosting the above-named Partnership Training Program. If accepted to host this training program, we acknowledge that all expenses except those of the trainer(s) and training materials are our responsibility as the requesting agency. Further, we agree to publicize this program and solicit the appropriate number of participants (24-30).

Signature of Chief Executive Officer_____
Date_____
(Type or Print Name)_____
Title of Chief Executive Officer() _____
Telephone

NATIONAL INSTITUTE OF CORRECTIONS
Site Registration for Distance Learning Training or Videoconference

To register, complete **(type or print legibly)** this form and mail or fax it to: National Institute of Corrections Academy, 1960 Industrial Circle, Longmont, CO 80501 fax: 303-682-0469. All registration forms must be received **30 days before the event** to be assured of receiving a packet of information and materials for duplication. Later registrations will be accepted with the understanding that only the satellite coordinates, Internet access information, and an agenda will be faxed.

Distance Learning or Videoconference Title: _____

Application Date: _____

Site Coordinator/Contact Person: _____

Title: _____

Agency Name: _____

Mailing Address: _____

Contact Numbers:

Telephone: () _____

Fax: () _____

E-Mail Address: _____

Number of participants anticipated:

From your agency: _____

From other agencies: _____

We will be viewing by (check one or both)

Satellite: _____ C _____ KU _____

Internet: _____

Note: All sites registering are accepted. You will receive additional information and materials if you register 30 days before the program. ***Site coordinators will be required to duplicate materials for local participants.***

CALENDAR OF NIC TRAINING PROGRAMS

Programs in Longmont, Colorado

Page	Training Program	2000			2001								
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
18	NIC Executive Excdence Program								13-25				
18	Correctional Leadership Development								1-11		17-27		11-21
18	Management Development for Women and Minorities	Oct 30-Nov 3						Apr 30-May 4					
19	Advanced Management Strategies for Women and Minorities									18-22			
19	Strategies for Building Effective Work Teams									25-29	Jul 30-Aug 3		
20	Restorative Justice: Principles, Practices							15-20					
21	Institutional Field Training Officer Program Development				Jan 29-Feb 2								
21	Training for Agency Training Coordinators/Directors						25-30			3-8			
23	Training Design and Development							2-6			23-27		
23	Women Offenders: Developing an Agency Plan								6-11				
24	Changing Offender Behavior to Promote Public Safety							2-6					
TRAINING FOR JAILS													
25	Planning of New Institutions		13-17					9-13				20-24	
25	Jail Design Review					5-9					Jul 30-Aug 3		
25	Mental Health Services in Large Jails						5-9						
26	Orientation to Objective Jail Classification		Nov 27-Dec 1										
26	How to Implement Objective Jail Classification						26-29						
26	How to Run a Direct-Supervision Housing Unit: Training for Trainers										Jul 29-Aug 10		
27	Administering the Small Jail					11-16			13-18				
TRAINING FOR PRISONS													
28	Executive Training for New Wardens					Feb 26-Mar 2					9-13		
29	Contemporary Issues in Prison Management						18-23						23-28
29	Operational Practice in Women's Prisons										16-20		
30	Violent and Hard-to-Manage Inmates											26-31	
30	Development of Comprehensive Objective Prison Classification Systems	22-27											
30	Prison Staffing Analysis									24-29			
31	Prison Health Care: Youthful Offenders						6-9						
32	Prison Health Care: Women Offenders						19-22						
32	Prison Health Care: Suicide Prevention									25-28			
32	Emergency Preparedness Assessment								20-25				
33	Correctional Religious Services Programs							22-25					
TRAINING FOR COMMUNITY CORRECTIONS													
34	Orientation for Parole Board Members									11-15			

Programs at Other Specific Sites or Sites to be Determined

Page	Training Program	2000			2001								
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
17	Offender Employment Specialist Training												24-27
20	Restorative Justice Training for Trainers								11-20				
TRAINING FOR JAILS													
16	Jail Crowding							18					
26	Orientation to Direct-Supervision Jails									June date to be determined			
TRAINING FOR PRISONS													
16	Long Term Aging Offenders with Chronic/Terminal Illness												12
16	Sex Offender Treatment Skills for Institutional Staff						12-15						
28	Executive Leadership Training for Women									18-23			
28	Executive Training for Deputy Directors	16-20											
29	Conducting Prison Security Audits			4-8						4-8			
30	Supermax Planning and Programming												10-14
31	Staff Sexual Misconduct with Inmates	Dates to be determined											
31	Investigations of Staff Sexual Misconduct with Inmates	Date to be determined											
33	Monitoring Private Service Contracts in Prisons							Apr 30-May 4					
TRAINING FOR COMMUNITY CORRECTIONS													
16	Women Offenders in the Community										18		
34	Orientation for New Probation & Parole Chief Executive Officers						March and September dates to be determined						

Programs at Partnership Sites

Applications accepted from **agencies** only. NIC will not accept applications from individuals wishing to participate.

Page	Training Program	2000			2001								
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
19	Management Development for the Future: Part 1		13-17			5-9					23-27		
20	Restorative Justice: Principles, Practices			11-15									10-14
20	Public and Media Relations		Nov 27-Dec 1			6-9				19-22			
21	Institutional Field Training Officer Program Development	Oct 31-Nov 2		5-7									
21	Training for Agency Training Coordinators/Directors				8-12			9-13					17-21
21	Small Agency Field Training Officer Program Development	Host sites recommended dates											
22	Training for Small Agency Training Coordinators	Host sites recommended dates											
22	Facilitation Skills for Trainers						20-21*	17-18*		19-20*		16-17*	
22	Facilitation Skills for Managers						20-21*	17-18*		19-20*		16-17*	
22	Foundation Skills for Trainers		13-17		8-12							6-10	
23	Training Design and Development								7-11			13-17	
23	Women Offenders: Critical Policy Issues	Dates to be determined											
24	Changing Offender Behavior to Promote Public Safety		6-10								9-13		
24	Cognitive Behavior Change for Offenders	Oct 30-Nov 3	Nov 27-Dec 1	11-15	8-12	Feb 26-Mar 3		16-20	14-18			6-10	
TRAINING FOR PRISONS													
29	Managing Prison Security Systems	Oct 30-Nov 3						2-6				6-10	

*See program description information

National Institute of Corrections

Advisory Board

John Wilson, Acting
Administrator
Office of Juvenile Justice
and Delinquency Prevention
Washington, D.C.

Michael Brown
Attorney
Department of Justice, Civil Bureau
Concord, New Hampshire

Norman A. Carlson
Stillwater, Minnesota

Sharon English
Rancho Murieta, California

Newman Flanagan
Executive Director
National District Attorneys Association
Alexandria, Virginia

Michael Gaines
Chairman
U.S. Parole Commission
Chevy Chase, Maryland

Olivia Golden
Assistant Secretary for Children and Families
Department of Health and Human Services
Washington, D.C.

James H. Gomez
Deputy Executive Officer
California Public Employees Retirement System
Sacramento, California

Norval Morris
Professor
University of Chicago Law School
Chicago, Illinois

Barry J. Nidorf
Chief Probation Officer, Retired
Los Angeles Probation Department
Granada Hills, California

Gayle E. Ray
Sheriff
Davidson County
Nashville, Tennessee

Mary Lou Leary
Assistant Attorney General
Office of Justice Programs
Washington, D.C.

Kathleen Hawk Sawyer
Director
Federal Bureau of Prisons
Washington, D.C.

Arthur M. Wallenstein
Director
Montgomery County Department of Correction
and Rehabilitation
Rockville, Maryland

Odie Washington
Director
District of Columbia Department of Corrections
Washington, D.C.

Judge Rya W. Zobel
Director
Federal Judicial Center
Washington, D.C.